

DRAFT SYLLABUS

WEST BENGAL STATE UNIVERSITY
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DEPARTMENT OF COMMERCE AND MANAGEMENT

The Department of Commerce & Management offers M.Com Degree with Two Specializations – Accounting & Finance and Marketing

Duration

The duration of the Programme: 4 semesters

Objectives of the M.Com. Programme

1. To impart knowledge in the principles, practices and functions of managing a business unit.
2. To impart knowledge in the macro and micro environment in which a business unit is run.
3. To impart knowledge about the tools and techniques necessary for analyzing the data for making decisions
4. To impart knowledge in the use of information technology in business.
5. To impart knowledge in the functional areas of management.
6. To impart knowledge in the core areas of investment and marketing.
7. To provide hands-on experience on computerized accounting and compliance procedures under the Goods and Services Tax Act and Income-Tax Act to increase the employability of the students.

Outcomes of the M.Com. (Accounting and Finance) Programme

1. To impart knowledge in the principles, practices and functions of managing a business unit.
2. To impart knowledge in the macro and micro environment in which a business unit is run.
3. To impart knowledge about the tools and techniques necessary for analyzing the data for making decisions
4. To impart knowledge in the use of information technology in business.
5. To impart knowledge in the functional areas of management.
6. To impart knowledge in the core areas of investment process, including financial system, financial services, understanding and analyzing financial reports and risk & return management.
7. To enhance the skills of the students by providing them the opportunity to get hands-on experience by undertaking projects in finance involving collection and analysis of empirical data and preparing reports.
8. To inculcate the research aptitude among the students.
9. To provide hands-on experience on computerized accounting and compliance procedures under the Goods and Services Tax Act and Income-Tax Act to increase the employability of the students.

Outcomes of the M.Com. (Marketing) Programme

1. To impart knowledge in the principles, practices and functions of managing a business unit.
2. To impart knowledge in the macro and micro environment in which a business unit is run.
3. To impart knowledge about the tools and techniques necessary for analyzing the data for making decisions
4. To impart knowledge in the use of information technology in business.
5. To impart knowledge in the functional areas of management.
6. To impart knowledge in the core areas of marketing process including sales management, consumer and industrial buying behaviour, integrated marketing communications, brand management, marketing research, service marketing, international marketing, rural marketing, retail management, distribution management and customer relationship management.
7. To enhance the skills of the students by providing them the opportunity to get hands-on experience by undertaking projects in marketing and other inter-disciplinary topics involving collection and analysis of empirical data and preparing reports
8. To inculcate inter-disciplinary research aptitude in general and marketing research aptitude in particular among the students.
9. To provide hands-on experience on computerized accounting and compliance procedures under the Goods and Services Tax Act and Income-Tax Act to increase the employability of the students.

Structure of the Syllabus Effective from 2019-20

M.COM

Semester-based Curriculum Structure under CBCS (w.e.f. Session 2019-2020)

SEMESTER 1: JULY-DECEMBER

Paper code	Paper	Credit	Marks
COR 01	Organisation Behaviour & Principles of Management	4	50
COR 02	Business Environment	4	50
COR 03	Business Ethics & Strategic Management	4	50
COR 04	Managerial Economics	4	50
COR 05	Business Statistics	4	50
AECC	Information Technology in Business	2	25
	SEMESTER I : Total	22	275

SEMESTER 2: JANUARY – JUNE

Paper code	Paper	Credit	Marks
COR 06	Marketing Management	4	50
COR 07	Human Resource Management	4	50
COR 08	Financial Management	4	50
COR 09	Quantitative Techniques	4	50
COR 10	Research Methodology	4	50
SEC	Tax Practice and Procedure	2	25
	SEMESTER II : Total	22	275

SEMESTER 3: JULY-DECEMBER

Paper code	Paper	Credit	Marks
DSE/F 01/M 01	Corporate Financial Accounting & Reporting / Sales Management	4	50
DSE/F 02/M 02	Financial Statement Analysis / Consumer Behaviour & Industrial Buying Behaviour	4	50
DSE/F 03/M 03	Advanced Cost & Management Accounting / Marketing Research	4	50
DSE/F 04/M 04	Corporate Tax Planning & Management / Integrated Marketing Communication and Customer Relationship Management	4	50
DSE/F 05/M 05	Financial Systems / Strategic Product & Brand Management	4	50
GEC	Business Analytics	4	50
	SEMESTER III : Total	24	300

SEMESTER 4: JANUARY – JUNE

Paper code	Paper	Credit	Marks
DSE / (F 06a or F 06b) / (M 06a or M 06b)	(International Finance & International Accounting / Auditing & Assurance) / (Rural and International Marketing / Marketing Decision Models)	4	50
DSE/F 07/M 07	Security Analysis & Portfolio Management / Social Marketing and Digital Marketing	4	50
DSE/F 08/M 08	Corporate Restructuring & Business Valuation / Retail Management and Services Marketing	4	50
DSE/F 09/M 09	Risk Management & Derivatives / Supply Chain Management & Logistics Management	4	50
COR 10	Project Work	8	100
	SEMESTER IV : Total	24	300

DETAILED SYLLABUS (FIRST SEMESTER)

COR 01 Organisation Behaviour & Principles of Management

Course Outcome: This course aims at helping students to develop an understanding of the determinants of human behaviour in business organisations and how those factors affect human behaviour in organisation. It also aims at orienting the students regarding the principles of management and to apply those principles in actual settings in organisations so that they can cope up/accept any change which is inevitable in organisations.

Module 1: Organisation Behaviour

UNIT 1: Organisation and its impact on human behaviour : The concepts of organisation; concepts and understanding of human behaviour in organisation; model of human behaviour in organisation; factors affecting the designs of the systems, structure and processes of organisation, organisation culture. 8

UNIT 2: Individual-level determinants of human behaviour : Personality, attitudes, learning, motivation (Maslow's need hierarchy theory, Herzberg's two factor theory, Equity theory, Vroom's Expectancy theory). 12

UNIT 3 : Group-level determinants of human behaviour : Types of group, group properties, group development model, group decision making, team building, team effectiveness and efficacy, power and politics, communication, conflict and its resolution, leadership (Trait theories, Behavioural theories, Contingency theories). 10

Module 2: Principles of Management

UNIT 1: Introduction: Concept, nature and importance of management; Managerial skills and levels of management; Management process and overview of functional areas of management; Development of management thought; Classical and neo-classical and modern approaches. (6)

UNIT 2: Organizing & controlling: process of organizing, principles, span of management, patterns of departmentalization, delegation and decentralization of authority, line, staff and functional authority, coordination- types and techniques, Control process; planning-control link, types of control, Effective control system; Techniques of control. (10)

UNIT 3 : Direction and Supervision : Requirements of effective direction, supervision, motivation, job satisfaction, morale, communication process, forms, barriers formal and informal communication, functions and characteristics of a leader, approaches to leadership, styles in Indian context. (14)

Suggested Readings:

1. Robbins, S.P., Organizational Behaviour, Prentice Hall.
2. Luthans, F., Organizational Behaviour, McGraw Hill.

3. Ivanicevich and Matteson, Organizational Behaviour and Management, McGraw Hill.
4. Newstrom and Davies, Organizational Behaviour-Human Behaviour at work, Tata McGraw Hill.
5. Furnham, A., The psychology of behaviour at work, Psychology Press.
6. Weihrich and Koontz, et al : Essentials of Management; Tata McGraw Hill
7. Tripathy,P.C, Reddy P. N, Principles of Management, Tata McGraw Hill
8. Robbins, SP: Management, Prentice Hall.

COR 02 Business Environment

Course Outcome: This course aims at providing the students an overview of the internal and external environment of business and how these environmental factors affect the decisions of a business unit.

Unit 1 : Business Environment : Concept, Nature and Significance of business environment – Types and elements of business environment – Competitive Environment – Micro Environment – concept, features and importance of environmental analysis – Process of environmental analysis – Factors producing changes in business environment. (10)

Unit 2 : Socio-cultural Environment of Business : Concept and importance of socio-cultural environment of business – Elements of culture in India – Cultural Resources – Societal Culture and Organizational Culture – Business and Society, Changing Objectives of Business. (06)

Unit 3 : Economic Environment of Business : Social Responsibility of Business – Concept, importance and factors of economic environment of business – Economic Role of the Government of India – Economic Reforms – meaning, objectives and types of economic reforms in India. (06)

Unit 4 : Political and Legal Environment : Concept and scope of political and legal environment of business in India – Intellectual Property Rights – Concept and importance of Intellectual Property Rights, types of intellectual properties – The Patents Act : Objects, Definitions, Procedure for granting sealing of patents, office and authority of controller, surrender and revocation of patents – Consumer Protection Act : Definitions, rights of consumers, consumer disputes redressal agencies (12)

Unit 5 : Natural Environment : The Environmental Protection Act, 1986 : objects, definitions, important provisions of the Act, various pollution prevention laws in India. Government Policy on Environment: Water Pollution Act, Air Pollution Act, (10)

Unit 6 : International and Technological Environment : Importance of International Environment – Concept of Globalisation – Reasons for globalization of business – Multinational Corporations : Concept and Characteristics, benefits and dangers of multinational companies – Origin and functions of WTO – Difference GATT and WTO – WTO Agreements, Trading Blocks and India. Government Policy on Foreign Investment, Foreign Collaboration & Indian Experience. (16)

Suggested Readings

1. Adhikary, M., Economic Environment of Business, Sultan Chand & Sons.
2. Agarwal, R., & Parag, Diwan, Business Environment, Excel Books.
3. Ahluwalia, I.J., Industrial Growth in India : Stagnation Since the Mid-sixties, Oxford University Press.
4. Alagh, Y.K., Indian Development Planning and Policy : A Re-evaluation, Vikas Publishing.
5. Aswathappa K., Essentials of Business Environment, Himalaya Publishing.
6. Chakravarty, S., Development Planning : The Indian Experience, Oxford University Press.
7. Ghosh, B., Economic Environment of Business, Vikas Publishing.
8. Velasquez, Manuel G, Business Ethics, Prentice-Hall of India.
9. Bhatia. S.K., Business Ethics and Managerial Values, Deep & Deep Publications Pvt. Ltd.
10. Avtar Singh, Mercantile Law, Bharat Book.
11. Satish C. Sharma, Environmental Law, Eastern Law Book House.
12. Reddy, Intellectual Property Laws.

COR 03 Business Ethics and Strategic Management

Course Outcome: To provide an understanding about the meaning of ethics, its importance to business and also to have an idea about its different components including morale, values, ethical traditions and conventions and ethical culture and their impact on Business Decisions. In this context, different related legislations including corporate governance and its related measures and their applications are also to be trained. Strategic Management- This course aims to make the students familiar with the concept of strategic management and to help them understand the corporate and business level strategies applicable for successful running of business organisations.

Module 1: Business Ethics and Corporate Governance

Unit 1: INTRODUCTION: Meaning of ethics and business ethics, sources of ethics, importance of ethics to business, characteristics of business ethics, relationship between business and ethics, nature of ethics in business, arguments against business ethics, evolution of business ethics as a field of study. [5]

Unit 2: CULTURE, LAW, ETHICS AND CORPORATE EXCELLENCE: Indian ethos for the work life, Indian values for the workplace, Concept of attitudes and beliefs, attitudes governing ethical behaviour, Social Culture and individual ethics, Relationship between Law and Ethics, Indian Business Laws and Their Impact on Ethical Behaviour, Different ways of achieving Corporate Excellence, Social Responsibilities of Business – meaning, reasons, interaction between business and society, major social responsibilities, technology and ethics, case studies. [10]

Unit 3: CORPORATE GOVERNANCE: Evolution, concept, principles and development; management structure for corporate governance- various committees of board, corporate social responsibilities, corporate misgovernance- doctrine of ultra vires, corporate veil, indoor management, insider trading. Sarbanes & Oxley act, USA; CG Models in different other

countries, Clause 49 of SEBI listing agreement; relevant provisions of Indian Companies Act, Different Committee Recommendations on Corporate Governance, Relevant Provisions of Companies Act on Corporate Governance, Social Responsibility of Business- Models, Business Ethics- Ethical dilemmas and Managing ethics, Corporate Governance., Contemporary issues in CSR and governance, Case Studies. [15]

Suggested Readings

1. Fernando, A.C., Business Ethics: An Indian Perspective, Pearson education.
2. Chakraborty, S.K., Values and ethics for organisations, OUP.
3. Raj, Rituparna, A Study in Business Ethics, Himalaya publishing house.
4. Badi & Badi, Business Ethics, Vrinda Publications.
5. Fernando, A.C., Corporate Governance, Pearson Education.
6. Tricker, B., Corporate Governance, OUP
7. Gopalsamy, N., A Guide to Corporate Governance, New Age International Publishing.
8. Das, S.C., Corporate Governance in India, PHI.

Module 2: Strategic Management

UNIT-1 Introduction to Strategic Management: Evolution of Strategic Management, Definition of Strategic Management, Elements in Strategic Management Process, Model of Strategic Management Process [6]

UNIT-2 Corporate and Business level strategies : Environmental and organizational appraisal and strategy formulation: Growth, Stability, Retrenchment and Restructuring strategies, Generic business strategies- Cost Leadership, Differentiation, Focus business strategy. [12]

UNIT-3 Strategic Analysis and Choice: Tools and Techniques for Strategic Analysis- SWOT Analysis, Industry and competitor analysis, portfolio analysis: BCG matrix, GE Nine Cell Matrix, Subjective factors in strategic choice. [12]

Suggested Readings

1. Kazmi, ; Strategic Management and Business Policy; TMH
2. Wheelen : Strategic Management and Business Policy; Pearson Education
3. Appa Rao, Parvathiswara Rao, Sivaramakrishna: Strategic Management and Business Policy; Excel Books
4. Hitt, Hokinson and Ireland, Management of Strategy, South-Western Cengage learning

COR 04 Managerial Economics

Course Outcome: This course aims to acquaint the students with concepts and techniques used in Economic theory and to enable them to apply this knowledge in business decision-making.

Unit 1: introduction: Managerial Economics-Nature & scope of managerial Economics- Managerial Economics & other Discipline-The basic process of decision making-Objectives of the firm & constraints-Fundamental concept affecting business decisions-Incremental

principle, Discounting principle, Opportunity cost principle, Equi-marginal principle, role and responsibilities of managerial economists (10)

Unit 2: Theory of Consumer Choice & Demand Analysis: Basic Concepts-Cardinal utility approach, Indifference curve approach-Derivation of demand curve from each approach-elasticity of Demand.-Different revenue concepts and their relationship with elasticity of demand-demand forecasting and technique of demand forecasting. Related numerical problems. (10)

Unit 3: Theory of production : Production Function-Law of variable proportion-Stages of Production-Laws of return to scale-Isoquants and their properties-return to scale and homogeneous production function-Choice of best input combination-Expansion path. Related numerical problems. (10)

Unit 4: Theory of cost : Deduction of the cost function of the firm-Short run cost function of the firm-shape of the short run cost curve like TC,TFC,TVC,SAC.SAVC,SMC,AFC-long run cost function and shape of the long run cost curve-cost estimation. Related numerical problems. (10)

Unit 5 : Pricing principles& method: characteristics and Equilibrium in different market structure: Perfect Competition, Monopoly and Oligopoly. Price discrimination-Average cost Pricing method. Related numerical problems. (12)

Unit 6 : Organisational goals: Profit maximization hypothesis and its limitation-Managerial theories of Baumol - Morris and Williamson model-Behavioral theory of Cyert and March. (8)

Suggested Readings

1. Ackley, G., *Macroeconomic Theory and Policy*, Macmillan.
2. Adhikary, M., *Business Economics*, Excel Books.
3. Baumol, W.J., *Economic Theory and Operations Analysis*, Prentice Hall.
4. Branson, W.H., *Macroeconomic Theory and Policy*, UBS.
5. Chopra, O.P., *Managerial Economics*, Tata McGraw Hill.
6. Dean, J. *Managerial Economics*, Prentice Hall of India.
7. Dholakia, R.H. and A.L. Oza, *Microeconomics for Management Studies*, OUP.
8. Dwivedi, D.N., *Managerial Economics*, Vikas Publishing.
9. Eaton, B.Curtis and Diane, Eaton, *Microeconomics*, Prentice Hall.
10. Haynes, W.W., Mote, V.L. and Paul, S., *Managerial Economic Analysis and Cases*, Prentice Hall.
11. Koutsoyannis, M., *Modern Microeconomics*, Macmillan.
12. Salvatore Domonick, *Managerial Economics in a Global Economy*, Harcourt Series in Economics, Harcourt Collins Pub.
13. Henderson, *Micro economics*,

COR 05 Business Statistics

Course Outcome: This course aims to make the students familiar with some basic statistical techniques which will enhance their decision making skills in business and make them prepared to study and understand other subjects which requires knowledge in statistics.

Unit 1 : Recapitulation of Basics : Data Collection, Compilation and Dissemination, Frequency Distribution and their analysis, Charts and Diagrams, Measures of Central Tendency, Measures of Dispersion, Interpolation, Time Series Data, Index Numbers. (10)

Unit 2 : Theory of Attributes : Notations – Classes and Class Frequencies, Relation between Class Frequencies of Various Orders, Independence and Association of Attributes – Methods of Studying Association of Attributes – Comparison of Observed and Expected Frequencies method, Proportion method, Yule’s coefficient of association and Yule’s coefficient of colligation. (10)

Unit 3 : Correlation and Regression Analysis : Types of correlation, Coefficient of correlation, Its Interpretation, Scatter diagram, Simple Regression lines and their interpretation, Properties of regression coefficients, Standard error of estimate, Rank correlation. Multiple Linear Regression, Multiple and Partial correlation, Stepwise Regression. (10)

Unit 4 : Set Theory and Probability Theory and Distributions : Concept of Set Theory, Concept of Probability, classical definition and different axioms of Probability, An Overview of Conditional and Unconditional Probability; An overview of Binomial, Poisson, Normal and Exponential Distributions; Fitting of Different Distributions; Joint Distributions of two variables. (10)

Unit 5 : Sampling Theory and Applications : Basic concept of sampling; Probabilistic and Non-probabilistic Sampling Schemes; Sampling and Non-sampling errors; Sampling Distribution of Sample Mean, Variance and Proportion; Chi-square, t and F Distributions; Law of Large Number and Central Limits Theorem. (10)

Unit 6 : Statistical Estimation and Testing : Time Series Analysis, Basic Components of Time Series Analysis, Point and Interval Estimation of Population Mean, Proportion and Variance; Small Sample and Large Sample Tests based on Z, Chi-square, t and F Statistic; Determination of Sample Size, Analysis of Variance. (10)

Suggested Readings

1. Hooda, R.P., Statistics for Business and Economics, Macmillan.
2. Levin, R.I., and Rubin, D.S., Statistics for Management, Prentice Hall.
3. Mathai, A.M. and Rathie, P.N., Probability and Statistics, Macmillan.
4. Spiegel, M.R. and Stephones, L.J., Statistics, McGraw Hill.
5. Makridakis, S., Wheelwright, S.C. and McGee, V.E., Forecasting Methods and Applications, John Wiley.
7. Goon, A.M. Gupta, M.K. and Dasgupta, B., Fundamentals of Statistics, The World Press.

Course Outcome: This course aims to make the students familiar with the fundamentals of information technology and make them aware of the various important uses of information technology in modern business and also getting skilled through their practical application especially in business organizations.

Module – I : Theoretical : 24 hrs.

Unit 1: Fundamentals of Information Technology & Computer Arithmetic : Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Fundamentals of Computers – Data, Information and EDP, Levels of Information from Data, Data Processing, Hardware/software Concepts; Generation of Computers, Elements of Digital Computer and it's Functions, I/O Devices, Storage Devices. Number Systems and Codes, Different Number Systems – Binary, Octal, Decimal and Hexadecimal Codes, Conversions from one to another, Codes used in Computers : BCD, EBCDIC, ASCII, Gray; Binary Arithmetic, Complements, Addition and Subtraction, Multiplication and Division, Boolean Algebra, Logic Gates, Karnaugh Map. (12)

Unit 2 : Networking, Internet and E-Commerce : Data Transmission, Goal of Network, Network Architecture, LAN, WAN, Various Topologies, Communication Media, Basic Network Concepts, Client-server Concept, Internet – concept, history, Development in India, Technological Foundation of Internet, Distributed Computing Application, Internet Protocol Suite, Domain Name System (DNS, IP Addresses. Electronic commerce vs. traditional commerce, E-Commerce and e-business, Types, Channels and needs of e-commerce, E-commerce as an electronic trading system: Special features, Business applications of e-commerce, Limitations of e-commerce. (12)

Module – II : Practical : 32 hrs.

Unit 3 : Office - Concept & Application : Office – concept, area, advantages, minimum system requirements, File Management i– Starting a new file, opening existing file, saving files, renaming and deleting files, file formats, MS WORD – concept, writer interface, changing document views, creating new document, working with text, formatting text, formatting pages, headers and footers, numbering pages, changing page margins, creating a table of contents, creating indexes and bibliographies, printing from writer. (16)

Unit 6 : Spreadsheet and Presentation : MS EXCEL – concept, Spreadsheets, sheets and cells, Parts of the main Excel window, Starting new spreadsheets, Navigating within spreadsheets, selecting items in a sheet or spreadsheet, working with columns and rows, working with sheets, viewing Calc., Impress- concept, creating a new presentation, formatting a presentation, running the presentation, working with graphics and the gallery, using font work. Accounting package: Tally. (16)

Suggested Readings

1. Turban, Rainer and Potter, Introduction to Information Technology, Wiley.
2. ITLES, Introduction to Information Technology, Pearson.
3. Sinha & Sinha, Fundamentals of Computers, BPB Publication.

4. Dhar, Pranam, Information Technology in Business, Lawpoint Publications.
5. Ramesh Behl, Information Technology for Management, TMH.
6. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.
7. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
8. James, A. O'Brien (2005). Introduction to Information Systems. TMH
9. Norton, P. (2001). Introduction to computers. TMH
10. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
11. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).
12. Basandra SK - Computers Today (Galgotia, 1st Edition).
13. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1st Edition).
14. Leon - Fundamentals of Information Technology, (Vikas)
15. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition).

DETAILED SYLLABUS (SECOND SEMESTER)

COR 06 Marketing Management

Course Outcome: This course aims to make the students understand the fundamentals of marketing and the nuances of marketing decision making so that they realize it as one of the important business function which helps to generate revenue for the business organisation.

UNIT 1: Introduction; Definitions of marketing; Fundamentals of Marketing – need, want, demand, offering, value, exchange, transaction, market, competition Evolution of marketing concepts(orientations); Marketing Mix – 4Ps and 4 Cs.

Marketing Environment: Major components of the microenvironment and macro-environment.

[8]

UNIT 2: Market Segmentation, Targeting and Positioning: Concepts of market segmentation, Targeting and Positioning; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies.

[8]

UNIT 3: Consumer Behaviour: Overview of major factors influencing consumer behavior. A framework of consumer decision making process, Types of Buying Behaviour. [10]

UNIT 4 : Product: Definition, Product level, Product Classification, Product Mix, Product Line, New Product Development Product Life Cycle and marketing strategies at different stages of PLC; Service – characteristics and service mix elements.

[10]

UNIT 5: Pricing: Concept of Price and Pricing, Pricing objectives; Procedure for price setting, Pricing methods; Pricing Strategies.

Marketing Channels: Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions; Network Marketing.

[12]

UNIT - 6: Promotion: Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing. [12]

Suggested Readings:

1. Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; TMH
2. Grewal, D. & Levy, M. - Marketing ; TMH
3. Kotler, P., Keller, K., Koshy, A. & Jha, M. - Marketing Management; Pearson
4. Lamb - Marketing 7th ed; Thomson Learning
5. Palmer - Principles of Marketing; OUP
6. Panda, Marketing Management, Excel
7. Ramaswamy & Namakumari - Marketing Management; McMillan
8. Saxena, R. - Marketing Management; TMH

COR 07 Human Resource Management

Course Outcome: This course aims at helping students to develop an understanding of the various functions of human resource managers of business organizations and to enable them to apply this knowledge for achieving the organization goals.

UNIT 1: Human Resource Management-Meaning, Scope, Importance of HRM, Functions of HR Department, Role of HR Manager

Job Analysis and Job design: Concept and process of job analysis. Concept and methods of job design. (10)

UNIT 2: Human Resource Planning: Process of Human Resource Planning-Supply and Demand forecasting, Man Power Inventory, Career Planning, Succession Planning, Human Resource Information System (HRIS) (8)

UNIT 3: Recruitment and Selection: Concept, Sources of Recruitment-Techniques of Recruitment, Selection Process, Evaluation of Selection Programme, Placement and Induction.

Human Resource Development:-Concept of HRD, Significance of HRD, and Assessment of HRD Needs, HRD Methods-Training Method & Methods of Management Development Programme. (12)

UNIT 4: Performance Appraisal System: Meaning, Purpose, Methods, Problems of Performance Appraisal, Potential Appraisal.

Job Evaluation and Compensation Management: **Job Evaluation:** Concept, objectives, and method of job evaluation, **Compensation Management :** Concepts, Objectives and method of Wage Payments,. (10)

UNIT 5: Industrial Relation: Meaning, Objectives, Parties of Industrial Relation, Industrial Disputes - Settlement Mechanism, Disciplinary Procedure and Grievance Handling. (10)

UNIT 6: Workers Participation in Management : Concept, Objectives-Forms of Workers Participation in Management, Empowerment and Quality Circle
Strategic HRM-Meaning, Strategic HRM Process, Nature of e-HRM, (10)

Suggested readings-

1. Rao P.Subba Personal and Human Resource Management, Text and Cases, Himalaya Publishing House.
2. Rao V.S.P -Human Resource Management, Excel.
3. Agarwala-Strategic Human Resource Management, OUP.
4. Aswathapa.K- Human Resource Management, Tata Mcgraw Hill.
5. Pattanayek.B- Human Resource Management, PHI.
6. Jyothi P Venkatesh D.N-Human Resource Management, OUP.
7. Ramaswamy.E.A, Managing Human Resource, OUP.
8. Saiyadain.M.S Human resource Management, Tata Mcgraw Hill.

COR 08 Financial Management

Course Outcome: This course aims at helping students to develop an in depth knowledge in the objective of a business firm, financial evaluation of projects, capital structure and dividend decisions, determination of cost of capital and management of working capital.

UNIT 1-Introduction: Meaning and Scope of Financial management; Objectives of a firm — Profit or Wealth Maximization; Functions: Financing, Investing and Dividend Decision; Time value of Money.

Financial planning: Meaning of financial plan and financial planning; Objectives of financial planning; Estimating long terms and short term financial needs; Patterns of financing. (10)

Unit 2: Capital Structure Theories: NI Approach, NOI approach, Traditional approach, MM Approach-without taxes. (10)

UNIT 3: Cost of capital: Meaning and significance of cost of Capital: Calculation of costs of specific sources, weighted average of cost of capital and marginal cost of capital

Leverage: Concept of leverage, Operating and Financial leverage, Measurement of Leverage, Combined leverage, Impact of leverage, EBIT-EPS analysis (10)

Unit 4: Dividend policy: Issues in dividend decision, Walter's Model, Gordon's Model, M-M Hypothesis. (10)

Unit 5: Working Capital Management: Meaning, significance and types of working capital, profitability-liquidity tangle, calculation of operating cycle, estimation of working capital requirements, financing of working capital, sources of working capital, management of cash, receivables and inventory. (10)

Unit 6: Capital Budgeting Decisions: Nature of investment decisions; Investment evaluation methods, Capital Rationing, Risk analysis in Capital Budgeting. (10)

References:

1. Archer, Stephen, H., Choate G. Marc, Racette, George: Financial Management; John Wiley, New York.
2. Banerjee, B: Financial Management & Policy,
3. Brealey, Richard A and Steward C. Myers: Principles of Corporate Finance, Tata McGraw Hill, Delhi.
4. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
5. Khan, M.Y & Jain, P.K: Financial Management, Tata McGraw Hill, Delhi.
6. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
7. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.

8. Van Horne, J.C. and J.M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.

COR 09 Quantitative Techniques

Course Outcome: This course is designed to make the students familiar with the concept of mathematical optimization and to help them to develop an understanding of basic operation research techniques and their role in business decision making.

Unit 1 : Linear Programming Techniques : Problems formulation, Nature of Solution Types, Graphical Method, Simplex Method, Duality
(10)

Unit 2 : Special Applications of Linear Programming Techniques : Transportation Problems, Assignment Problems including Trans-shipment and Routing Problems.
(10)

Unit 3 : Decision Theory and Theory of Games : Decision under Uncertainty and Risk, Bayesian Approach, Decision Tree, Utility Theory, Zero Sum Game, Pure and Mixed Strategies, Criterion of Sharing strategies
(10)

Unit 4 : Inventory Control and Management : Deterministic and Probabilistic inventory models, Discrete and Continuous inventory models, Price-Discount Inventory Control Models
(10)

Unit 5 : Network Analysis : Network Diagram, Time Estimate for Activity, Program Evaluation and Review Technique (PERT), Network Crashing, Critical Path Method (CPM), Shortest Route Algorithm.
(10)

Unit 6 : Markov Analysis : Markov Process, Transition Probabilities, Transition Matrix, Brand Switching Analysis, Prediction of market share in future periods, Market share at equilibrium.
(10)

Suggested Readings :

1. Budnik, Frank S. Dennis Meleavey, Richard Mojena, Principles of Operations Research, 2nd ed., Richard Irwin, Illinois, All India Traveller Bookseller, New Delhi, 1995.
2. Wagner, Harvey M. Principles of Operations Research, Prentice Hall of India, New Delhi, 2005.
3. Taha, H. A., Operations Research – An Introduction, New York, McMillan, 1989.
4. Swarup, K., Gupta, P.K., Mohan, M., Operations Research, Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research : Theory and Applications, , McMillian India Ltd., New Delhi, 1997.
6. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw-Hill Ltd., New Delhi.
7. Kapoor, V.K., Quantitative Tools & Techniques, Tata McGraw Hills Pvt. Ltd.

8. Srivastava, U.K., Shenoy, G.V. and Sharma, S.C., Quantitative Techniques for Managerial Decisions, New Age International.
9. Gillett, B.E., Introduction to Operations Research, Tata McGraw Hill.
10. Musthafi, C.K., Operations Research : Methods and Practice, New Age International.

COR 10

Research Methodology

Course Outcome: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques, especially, various statistical tools and techniques, for the purpose of decision making in solving problems related to business research.

Unit 1 : Fundamentals of Research & Research Design : Research – definition, objectives and motivation behind research, Importance of Research, Types of Research, Social Research – Objectives, Scope, Functions and Limitations, Research Process, Criteria for a Good Research, Problems encountered by Researchers in India; Research Problem – definition, selection of the Problem, Defining the Problem – techniques involved; research Design – meaning, need, features, different types, Basic Principles of Experimental Design, Developing a Research Plan. (8)

Unit 2 : Collection & Processing of Data : Measurement and Scaling Techniques, Collection of Primary Data, Observation Method, Interview Method, Questionnaires, Schedules, Some other methods, collection of Secondary Data – Nature, Advantages & Disadvantages of Secondary Data, Types of Secondary Data, Additional Sources of Secondary Data – Government & Non-Government Sources; Processing Operations – Problems in Processing, Application of Elementary Statistics in Research (10)

Unit 3 : Sampling Fundamentals & Sampling Design : Need for Sampling, Some Fundamental Definitions, Important Sampling Distributions, Central Limit Theorem, Sampling Theory, Sandler’s A-test, Standard Error, Estimation, Sample Size & It’s Determination, Census vs. Sample Survey, Steps in Sampling Design, Criteria for selecting a Sampling Procedure, Characteristics of a Good Sample Design, Different Types of Sample Designs, Selection of a Random Sample – from a finite and infinite universe, Complex Random Sampling Designs. (10)

Unit 4 : Testing of Hypotheses : Hypothesis – definition & concept, Procedure & Flow Diagram for Hypothesis Testing, Important Parametric Tests – for means, difference between means, for proportions, difference between proportions, Test for Variance, Equality of variances, Test for Correlation Coeffieicnts, F-test and Annova, Important Non-parametric or Distribution-free Test, Relationship between Spearman’s r ’s and Kendall’s w , Characteristics of Distribution-free Tests, (12)

Unit 5 : Multivariate Analytical Techniques : Concept & Characteristics of Multivariate Techniques, Classification, Important Multivariate Techniques - Factor Analysis, Cluster Analysis, Multivariate Analysis, Discriminant Analysis, etc. (12)

Unit 6 : Interpretation and Report Writing : Interpretation – meaning, causes, Techniques, precaution, Significance of Report Writing, Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions, Procedure of writing Bibliography, Use of Computer & Computer Technology, Computer & Researcher. (8)

Suggested Readings :

1. Kulkarni, M.V., Research Methodology, Everest Publishing House.
2. Kothari, C.R., Research Methodology – Methods & Techniques, New Age Intl.
3. Ahuja, Ram., Research Methods, Rawat Publications.
4. Russell, Ackoff, L., The Design of Social Research, University of Chicago Press.
5. Wilkinson, T.S. and Bhandarkar, P.L., Methodology and Techniques of Social Research, Himalaya Publishing House.
7. Goon, A.M. Gupta, M.K. and Dasgupta, B., Fundamentals of Statistics, The World Press.
8. Krishnaswamy, K.N., Sivkumar, K.I., Mathirajan, M., Management Research Methodology, Pearson Education.
9. Cooper, Donald R., Schindler Pomde S., Business Research Methods, Tata McGraw Hill.
10. Johnson, Richard A., Wicheress, Dean W., Applied Multivariate Statistical Analysis, Pearson Education.

SEC Tax Practice and Procedure

Course outcome: To give students exposure to real-life situations where they learn how to compute tax liabilities under the Goods and Services Tax and Income-tax Act, fill various forms and file returns. This course aims at enhancing the employability of the students.

Module 1: Goods and Services Tax

Unit 1: GST – Concept and Status; Overview of GST- Salient features, Legal provisions; Types of GST : IGST, CGST, SGST & UTGST; Taxable event in GST – Meaning & Scope of Supply; Classification of Supply- Goods or Service or both; Composite Supply.

Unit 2: Valuation in GST; Input Tax Credit; Registration in GST; Registration – Business Process; Online Ledgers in GST Portal: Liability/Cash/Credit Ledgers; Payment in GST and creation of Challans;

Unit 3: Returns in GST – Types and Forms; Filing of Monthly/Quarterly Returns – GSTR-1/GSTR2A/GSTR-2 & GSTR-3; Filing of Annual Return & Reconciliation Certificate

Module 2: Income Tax

Unit 1: Basic idea of Computation and Assessment of Individual Assessee, Advance Tax, Interest, Refund, Due dates of filing returns, PAN/TAN, Different Forms of IT Returns,

Different TDS Returns, Tax Audit and Maintenance of Books of Accounts, Taxation on presumptive basis.

Unit 2: Filing of IT Returns: PAN application, e-filing of returns, generate the XML file, e-verification, e-Pay Tax, e-TDS Return filing, View Tax Credit (Form 26AS), Use of e-tax calculator (including interest calculation).

Suggested readings:

1. Vinod Kumar Singhania, e-filing of Income Tax Returns and Computation of Tax, Taxmann Publication Pvt. Ltd, New Delhi. Latest version
2. 'Excel Utility' available at incometaxindiaefiling.gov.in
3. Publication on GST by the Central Board of Excise and Customs (www.cbec.org).
4. Aditya Singhania, GST Practice Manual with GST Audit, Taxmann Publication Pvt. Ltd, New Delhi. Latest version

THIRD SEMESTER (SPECIALISATION PAPERS)

A. ACCOUNTING & FINANCE SPECIALISATION

DSE/F 01

Corporate Financial Accounting and Reporting

Course Outcome: This course aims at helping students to develop an understanding of the accounting and reporting systems, recent developments in the area of financial reporting and to enable them to apply this knowledge for proper disclosure of financial statements. It also helps them in analyzing the financial statements and making proper decisions in business.

Unit 1: Introduction: Financial Reporting-Its Importance, Issues and problems with special reference to published financial statement. Accounting standard and Indian Accounting Standard. Indian Accounting standards and the Companies Act. **(8)**

Unit 2: Accounting and Reporting of Assets: Goodwill and other intangible assets, Inventory, PPE. Impairment of assets **(10)**

Unit 3: Accounting of financial instruments, Share based payments and Fair value measurements: definition, recognition, measurement and disclosure of financial instruments. **(12)**

Unit 4: Accounting for Business Combinations: Definition of terms, recognition and measurement of consideration, net assets acquisitions, goodwill, gains on bargain purchase, acquisition method of accounting and pooling of interest method of accounting for business combinations under common control, special cases like reverse merger etc. **(12)**

Unit 5: Accounting for group of companies: Definition of group, parent and subsidiary, associate and joint venture, consolidation accounting, equity method of accounting, consolidation financial statement and separate financial statements. **(10)**

Unit 6: Conceptual framework for financial reporting and new developments in accounting: Value Added Accounting, Triple Bottom Line and XBRL (8)

Suggested Reading:-

1. Das Gupta, Human Resource Accounting, Wheeler publishing, New Delhi..
2. Dutta,U.K, “ Environmental Accounting and Disclosure: An overview “ in Pramanik A.K(ed) Environmental Accounting and Reporting, Deep and Deep Publication Pvt. Ltd,New Delhi.
3. Gupta R “Inflation Accounting” Tata McGraw Hill.
4. Ghosh T P, IFRS, Taxman Publication.
5. Baxter W. T .Accounting Values and Inflation, Tata McGraw Hill,
6. Hendrikson E .S,Accounting Theory,Khosla Publishing House, Delhi.
7. Jawhar Lal,Corporate Reporting Practices, Taxman Publication

DSE/F 02

Financial Statement Analysis

Course Outcome: Analysis is the preceding step in Decision Making. Therefore, this course aims at providing an in-depth overview of different types of analysis of various financial statements needed for managerial decision making regarding liquidity, profitability, growth, debt recovery, solvency and bankruptcy which are parts of crucial business decisions.

Unit 1 : Introduction : Concept of Financial Statements, Nature of Financial Statements, Objectives of Financial Statements, Different types of Financial Statements, Limitations of financial statements. (6)

Unit 2 : Contents of Financial Statements (based on Indian As and the Companies Act) (6)

Unit 3 : Analysis and Interpretation of Financial Statements : Traditional Approaches vs Modern approaches to financial statement analysis, classification of Financial Statement Analysis : based on modus operandi and based on materials used, Techniques of financial statement analysis: comparative statements, common-size statements, trend ratios and ratio analysis, problems encountered in financial statement analysis. (14)

Unit 4 : Ratio Analysis and other Technical Analysis : Objectives of ratio analysis, classification of ratios, ratio formation, ratio interpretation, practical methods of ratio analysis, Time series (intra-firm) analysis, cross-sectional (inter-firm) analysis, residual analysis, univariate analysis vs. multivariate ratio analysis, application of statistical tools in financial statement analysis. (12)

Unit 5 : Cash flow analysis : Concept of Cash Flow Statement, Components and Formats of Cash Flow Statement, analysis of cash flow statement, linkages of the cash flow statement with the Income Statement and Balance Sheet, practical problems. (10)

Unit 6: Financial Distress Prediction (FDP): FDP – concept, importance, problems in defining financial distress, prediction of corporate earnings and growth rates, prediction of corporate distress with different models. (12)

Suggested Readings :

1. Foster, G., Financial Statement Analysis, Englewood Cliffs, NJ, Prentice Hall.
2. Foulke, R.A., Practical Financial Statement Analysis, New York, McGraw-Hill.
3. Kaveri, V.S., Financial Ratios as Predictors of Borrowers' Health, New Delhi, Sultan Chand.
4. Lev, Baruch, Financial Statement Analysis – A New, Approach, Englewood Cliffs, NJ, Prentice Hall.
5. Sur, Debasish, Financial Statement Analysis, Excel Books.
6. Myer, J.N., Financial Statement Analysis, NJ, Prentice Hall.
7. Chandra, Prasanna, Financial Management, Tata McGraw Hills Publishing Company.

DSE 03 Advanced Cost and Management Accounting

Course Outcome: This course aims at helping students in developing an in-depth knowledge in making short-term decisions, including decisions with respect to transfer pricing, by the managers of a business organisation, analyzing outcomes and evaluating the performance of the managers.

Unit 1: Introduction : Concept of Cost, Methods and Techniques of Costing, Objective, nature and scope of Management Accounting. 5

Unit 2 : Responsibility Accounting : Centralization and Decentralization; need for decentralization; problems of decentralization; Responsibility Centres: Standard cost centre, revenue centre, profit centre, discretionary expense centre, investment centre; Features and areas of responsibility of responsibility centres. 8

Unit 3 : Standard Costing and Budgetary Control : Functional Budget, Master Budget, Fixed and Flexible Budget, Zero-based Budgeting, Standard Costing and Variance Analysis, 10

Unit 4 : Marginal Costing and Managerial Decision Making : CVP analysis for single product and multi-product firm, pricing decisions, acceptance or rejection of an order, make or buy decision, optimizing product-mix, introduction of new product line, shutdown or continue, limiting factors and decision making, use of linear programming in CVP analysis, CVP analysis under conditions of risk, curvilinear break-even analysis. 15

Unit 5 : Transfer Pricing and Strategic Cost Management: Transfer Pricing – need, principles, different methods and their applicability, Activity Based Costing, Target Costing, Value Analysis, Life Cycle Costing, Learning Curve. 15

Unit 6 : Performance Evaluation : ROI, RI, EVA, MVA, SVA, Balanced Scorecard. 7

Suggested Readings :

1. Anthony and Govindarajan, *Management Control System*, Tata McGraw Hill,
2. Atkinson, Kaplan, Matsumura, Young and Kumar, *Management Accounting*, Pearson Education,

3. B. Banerjee, *Cost Accounting- Theory and Practice*, Prentice-Hall of India,
4. Copeland, R.M. and Vascher, P.V., *Managerial Accounting*, John Wiley and Sons,
5. Horngren, C. T., *Introduction to Management Accounting*, Prentice-Hall of India, New Delhi,
6. Kaplan and Atkinson, *Advanced Management Accounting*, Prentice Hall of India, New Delhi,
7. Kaplan and Norton, *Translating Strategy into Action: the Balanced Scorecard*, Harvard Business School.

DSE/F 04

Corporate Tax Planning & Management

Course Outcome: This course aims at helping students to develop an in depth knowledge in the implications of the Income-tax Act on the alternative solutions to the problems of a company. It also helps them to get an idea about the assessment and compliance procedures of a company under the Income-tax Act. It also aims at imparting knowledge in the provisions of payment of advance tax and tax deduction and collection at source.

Unit 1: Introduction: Types of companies, Residential status and tax incidence of companies, computation of taxable income and tax liability of companies, Minimum Alternate Tax(MAT) and Marginal relief .tax planning, tax evasion, tax avoidance, tax management. (8)

Unit 2 : Tax planning with reference to setting up a new business.-Location of a Business, Nature of Business, Form of the organization (10)

Unit 3: Tax Planning with respect to Managerial Decisions : Personnel Remuneration; Research and Development; Acquisition of assets; buy, lease, taken on hire purchase, instalment payment system; Repair, renewal, replacement or renovation of assets, Shut down or Continue of plant, Capital structure decisions; Miller's tax term, Dividend decisions; Retention (issue bonus share or do nothing) or distribution of PAT (payment of dividend or buyback of shares). (12)

Unit 4: Carry forward & set off of business loss: Inter source adjustment; Inter-head adjustment; carry forward of losses, carry forward and set-off of losses in case of companies in which public are not substantially interested and in case of conversion of firm into company. (8)

Unit 5: Tax Planning with respect to Merger and Demerger : Meaning of merger and demerger, conditions, Tax implications of merger and demerger for the shareholders, amalgamating company, amalgamated company and resulting company. (10)

Unit 6: Tax Management

Return of Income; TDS and TCS; Advance Payment of Tax; Computation of interests; Assessment. (12)

References:

Singhania, Singhania and Singhania, *Direct Taxes – Law and Practice*, Taxmann, New Delhi, Ahuja & Gupta, *Direct Taxes*, Bharat Book Agency

DSE/F 05	Financial Systems
Course Outcome: This course aims at helping students in developing an in depth knowledge in the role and components of a financial system. They are also helped to have an in depth knowledge in the roles and components of Indian financial markets (money as well as capital markets), financial institutions (viz., banks, mutual funds and insurance companies) and a few selected financial services.	
Unit 1: Introduction Nature and role of financial system; Role of information in financial system; Financial system and economic growth; Bank-oriented and market-oriented financial systems; An overview of Indian financial system.	10
Unit 2: Financial Markets : Money Market Meaning, features, functions, constituents and instruments.	10
Unit 3 : Financial Markets : Capital Market Primary markets; Secondary markets and role of SEBI.	10
Unit 4 : Indian Banking System RBI: organization, functions and role; Commercial bank: classification, functions, growth, structure and prudential norms.	12
Unit 5 : Mutual Fund and Insurance Mutual Fund: concept, schemes, performance appraisal and regulation; Insurance: concept, objectives, functions, segments and regulation.	8
Unit 6 : Financial Services Merchant banking, leasing and hire-purchase, credit rating, forfaiting, factoring, venture capital.	12

Suggested Readings :

1. Bhole, L. M, *Financial Markets and Institutions*, Tata McGraw Hill, Delhi.
2. Fabozzi and Modigliani, *Capital Markets: Institutions and Instruments*, PHI Learning, New Delhi.
3. Gomez, *Financial Markets, Institutions and Financial Services*, PHI Learning, New Delhi.
4. Pathak, Bharati V., *The Indian Financial System: Markets, Institutions and Services*, Pearson Education, Delhi.
5. Machiraju, *Indian Financial System*, Vikas Publishing House, New Delhi.
6. Mishkin and Baskins, *Financial Markets and Institutions*, Pearson Education, Delhi.

THIRD SEMESTER (SPECIALISATION PAPERS)

B. MARKETING SPECIALISATION

DSE/M 01 Sales Management

Course Outcome: This course helps to make the students familiar with the concept of sales management and to understand the premises of sales force management as an area of importance in organisations.

UNIT 1: Introduction: Concept; Objectives and Functions of Sales Management; Evolution of Sales Department; Nature and Scope of Personal Selling and Sales Management; Duties; Responsibilities; Functions of a Sales Manager (8)

UNIT 2 : Personal Selling: Types of Selling situations; Buyer-seller dyad; Theories of selling; Steps of Selling process; Salesmanship; Product and customer knowledge; Types of objections; Negotiation; When and How to Negotiate. (10)

UNIT 3: Sales Organization: Setting up Sales organization; Different models of Sales Organization; Factors determining Sales organization structure; Problems associated with structuring the sales organization; Modifications of Sales Organization. (10)

UNIT 4 : Sales Planning : Importance of Sales Planning; Sales objectives, Strategies; Sales Forecasting; Sales Territories, procedure for designing sales territories; assigning territories; Sales Quotas , importance, procedure, types and method of establishing Quotas; Sales budget; (12)

UNIT 5: Sales Force Management: Sales Force Planning; Recruitment and selection; Training and Development; Placement and Induction; Motivating Sales Force; Leading the Sales Force; Compensation and Promotion Policies. (12)

UNIT 6: Sales Control: Analysis of Sales Volume; Costs and Profitability; managing expenses of sales personnel; Evaluating Sales Force Performance. (8)

Suggested Readings:

1. Cundiff, Still & Govoni: Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases – McGraw Hill.
3. Sahadev, Sales & Distribution Management, OUP
4. K.K.Havaldar & V.M.Kavale, Sales and Distribution management, TMH
5. R.L.Spiro, W.J.Stanton & G.A.Rich, Management of Sales Force, Tata-McGraw Hill.
6. Laucaster & Jobber : Selling & Sales Management – Macmillan (India)
7. Forsyth, P., Sales Management Handbook, Jaico Publishers.
8. Anderson, Hair and Bush, Professional Sales Management, McGraw Hill.
9. Ford, Churchels and Walker, Management of Sales Force, McGraw Hill.
10. Smith, R., Sales Management, Prentice Hall.

DSE/M 02 Consumer Behaviour & Industrial Buying Behaviour

Course Outcome: This course aims to develop the understanding of behaviour of consumers among the students and how the consumers take decisions and what factors influence the decision making process. Also helps the students understand the industrial buying behaviour and the nuances of industrial buying.

MODULE I: Consumer Behaviour

UNIT 1: Introduction: Meaning, nature and importance of Consumer Behaviour, understanding consumers and market segments, consumer analysis and business strategy. (6)

UNIT 2: Determinants of consumer buying behaviour: Individual: Needs and motives, involvement, perception, learning, attitudes, personality and lifestyle. Environmental: Family, groups, social class and culture and subculture. (10)

UNIT 3: Consumer Decision Making Process: Need recognition, search and evaluation, purchase and post-purchase behaviour, models of consumer decision-making: traditional, behavioural economics, and contemporary (Howard and Sheth Model, Nicosia Model, Engle and Blackwell Model), input, process and output model. (14)

MODULE II: Industrial buying behaviour

UNIT 1 : Overview : Perspective on the organization buyer., Nature of Industrial Marketing, Industrial Marketing Vs. Consumer Marketing, Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer , Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services. (10)

UNIT 2: Dimensions of Organizational Buying. Organisational customer - Buying behaviour, Environmental & organizational Influences Organizational Influences on Buying Behaviour, The Buy Grid Model; Buy phases; Buying decision making, Processes and procedures Buying Roles; buying centre concept, Buying decision making, Processes and procedures Buying Roles; Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing. (12)

UNIT 3: Business Marketing Intelligences: Segmenting the organizational Market, Organizational Demand Analysis: demand measurement techniques, Measuring Market Potential and Sales Forecasting. Measuring customer values and creating value for the customer, Value Analysis and measurement. (8)

Suggested Readings:

1. Consumer Behaviour – Schiffman & Kanuk, PHI.
2. Consumer Behaviour – Soloman, PHI.
3. Consumer marketing demographics in India – Edited by S.L. Rao.
4. Blackwell, Miniard and Engel, Consumer Behaviour, Thompson & South-Western
5. Consumer Behaviour – Loudon & DellaBitta, TMH
6. Consumer Behaviour -= concepts, application & cases, Raju, Vikas.
7. . Industrial Marketing – P K Ghosh
8. Industrial Marketing – Havaladar
9. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illinois.
10. Reeder & Reeder: Industrial Marketing, Prentice Hall, India.
11. Cox. F. (Jr.): Industrial Marketing Research, John-Wiley & Sons, New York, 1971.
12. Fisher, L.: Industrial Marketing, Business Books, 1969.

DSE/M 03 Marketing Research

Course Outcome: This course aims to provide the basic understanding of marketing research to the students and to make them familiar with analytical tools used to solve marketing related problems.

Unit 1: Introduction: nature and scope, process, problem formulation & Objectives, research designs, qualitative and quantitative approaches to marketing research. (6)

Unit 2: Data collection techniques: data sources, data collection methods, observations, focus groups, surveys, experiments, questionnaire design, Sampling Techniques: Probability Sampling and Non Probability Sampling. (10)

Unit 3: Data recording and Measurement: Scaling Techniques: Meaning & Types; Reliability Test - Retest Reliability, Alternative Form Internal Comparison Reliability and Scorer Reliability; Validity: Content Validity, Criterion Related Validity and Construct Validity; Data Process Operations: Editing, Sorting, Coding, Classification and Tabulation. (12)

Unit 4: Data Analysis and Interpretation: application of univariate, bivariate and multivariate techniques, testing of hypotheses, time series analysis and markov chains in relevant areas of marketing research like advertising research, motivation research, sales analysis, forecasting, brand switching etc. (14)

Unit 5: Testing of Hypothesis: Z- test, T-test, Chi Square, F-test, ANOVA (8)

Unit 6: Multivariate Analysis using Statistical Software like R, SPSS, MS Excel: Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling; Report Writing: Essentials of Report Writing, Report Format. (10)

Suggested Readings:

1. Green and Tull & Albaum, 'Research for marketing decisions', PHI.
2. Boyd & West fall, 'Marketing Research: Text and cases', All India Traveller Bookseller.
3. Naresh K. Malhotra, 'Marketing research', Pearson Education.
4. G.C. Beri, 'Marketing research', TMH.
5. R.I Levin and D.S. Rubin, 'Statistics for Management', 7th Edn., Pearson Education New Delhi.
6. Donald Cooper, 'Business Research Methods', Tata McGraw Hill, New Delhi.
7. Sadhu Singh, 'Research Methodology in Social Sciences', Himalaya Publishers.
8. Darren George & Paul Mallery, 'SPSS for Windows Step by Step', Pearson Education New Delhi.

DSE/M 04 Integrated Marketing Communication and Customer Relationship Management

Course Outcome: Integrated Marketing Communication This course orient the students regarding the concept of promotion and the elements of promotion mix and how this acts as an integrated marketing communication for effective brand building. **Customer Relationship Management** Understand the concept and importance of customer relationship management as a distinct area of marketing. Help to be familiar with customer retention dynamics.

MODULE I: Integrated Marketing Communication

UNIT 1 : Introduction : Promotional mix elements, Integrated Marketing Communication approach, relationship of advertising with other and marketing mix elements and promotional mixes, history of advertising, definition, features and role of advertising, Various forms of Advertising. (6)

UNIT 2: Foundations and determinants of advertising strategies: **Segmentation, Targeting, Positioning** : Identifying segments, prioritizing target segments, Formulating Positioning strategies, **Consumer Behaviour and Advertising** : consumer as decision maker, consumer as social being, **Understanding Communication process** : communication process, communication models - traditional hierarchical response models, alternate response hierarchies, ELM model, FCB, cognitive response model. (12)

UNIT 3 : Sales Promotion : definition, reasons for rapid growth of Sales Promotion, objectives of Sales Promotion, Types of Sales Promotion, tools and techniques of Consumer and Trade Promotion with merits and demerits, role of sales promotion in IMC Programme; **Public Relations and Corporate Advertising**: definition, new role of PR, objectives, tools and techniques of Public relations with merits and demerits, Corporate advertising- scope and types, role of PR in IMC Programme; **Direct Marketing** : definition, reasons for rapid growth of Sales Promotion, objectives of direct marketing, types of direct marketing, tools and techniques of direct marketing with merits and demerits, role of direct marketing in IMC Programme. (12)

MODULE II: Customer Relationship Management

UNIT 1: Introduction: concepts, goals of relationship marketing, evolution of marketing orientation, transaction and relationship marketing. (6)

UNIT 2: Building Customer Relationship: Understanding customer-firm relationship, relationship value of the customer, customer lifetime value, customer profitability, targeting right customers, relationship development strategies, attracting customers and relationship challenges. (12)

UNIT 3: Maintaining Relationship: Retaining customers, retention dynamics, redesigning, Strategies for defection, service failure and recovery, building loyalty, customer database and database marketing, CRM in manufacturing and service industries. (12)

Suggested Readings:

- 1) G.E. Belch & M.A. Belch, : Advertising & Promotion, TMH
- 2) K.E. Clow & D. Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education
- 3) Percy, Strategic Advertising Mgmt., OUP
- 4) J. Jethwaney & S. Jain, Advertising Management, OUP
- 5) W.Wells, J.Brunett & S. Moriarty, Advertising, Pearson
- 6) W.F.Arens, Contemporary Advertising, TMH
- 7) S H Kazmi & S K Batra: Advertising & Sales Promotion, Excel Book
- 8) Anderson, Customer Relationship Management, Tata McGraw Hill
- 9) Shanmugasundaram, Customer Relationship Management, PHI

Course Outcome: This course aims to provide the basic understanding of product to the students and to make them familiar with strategies related to product. Also aims to provide

the basic concepts of brand management and make them understand the importance of developing and sustaining brands in organisation.

UNIT 1: Product Planning and Management: Concept and Levels of Product; Product Line and Product Mix Decisions; New Product Development Process. (8)

UNIT 2 : Introduction to Brand management: Brand concepts, reasons for branding, Brand Management process, Designing the Brand : Identifying and establishing the brand positioning, positioning guidelines, defining brand values, choosing brand elements. (12)

UNIT 3: Branding Strategy and Decisions : Importance of Branding; Branding Terminology; Basic Branding Concepts-Brand Awareness, Brand Personality, Brand Image, Brand Identity, Brand Loyalty,; Product vs. Corporate Branding. (12)

UNIT 4: Growing and sustaining the brand: Selecting a Brand Name; Brand Extension Decisions; Branding strategies to build brand equity, Reinforcing and revitalizing brands, repositioning, global branding. (8)

UNIT 5: Branding in Specific Sectors: Customer, Industrial Retail Service Brands; e-branding Branding for International Marketing. (6)

UNIT 6 : Handling Competition: Market Situation Analysis; Analysis of Competitors' Strategies and Estimating their Reaction Pattern and Competitive Positions; Strategies for Leader, Follower Challenger, Nicher; Product and Brand Strategies for Emerging, Declining and Fragmented Industries; Competitive Pricing; Competitive Advertising. (14)

Suggested Readings:

1. Lehmann and Winer; *Product Management*, Mc Graw Hill
2. Aaker; *Managing Brand Equity*, Free Press
3. Chaturvedi; *New Product Development*, Wheeler Publications
4. Keller; *Strategic Brand Management*, Prentice Hall of India
5. Kapferer; *Strategic Brand Management*, Kogan Page
6. Sengupta; *Brand Positioning, Strategies for Competitive Advantage*, Tata McGraw-Hill Publishing Co. Ltd.
7. Chernatony and McDonald; *Creating Powerful Brands*, Elsevier
8. Robinson; *Strategic Management*

THIRD SEMESTER (Course offered to the students of other departments)

GEC

Business Analytics

Course objective: To make the students familiar with the usages of various analytical and programming tools in business.

Unit-1: An Introduction to econometric modeling and business forecasting, Interpolation and Extrapolation, [8 Hrs]

Unit-2: Applications of Multivariate techniques in business- Multiple regressions, Cluster, Discriminant analysis. Regression based forecasting: Bivariate Model and Multivariate Model, Assumptions and Tests, Specification and Measurement Errors,

Multicollinearity and Serial Correlation, Heteroskedasticity, Dummy Variable Modeling, [12 Hrs]

Unit-3: Panel Data Modeling, Simultaneous Equation Modeling. Time series based forecasting, Basic Features of Time Series, Forecasting by Decomposition Method and Smoothing Technique, Box Jenkins Methods. [10 Hrs]

Unit-4: An introduction to various optimization techniques and their applications in Business. Basics of Heuristic programming. [8 Hrs]

Unit-5: Applications of Monte-Carlo Simulation in Business. Discrete-time stochastic processes including Markov Chains and their business applications. [10 Hrs]

Unit-6: Multi-objective decision making/optimization problems, Goal programming, Dynamic programming, and their business applications [12 Hrs]

Suggested Readings:

Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, Business Analytics – Principles, Concepts and Applications – What, Why and How. Pearson Education.

Bernard Marr, Key Business Analytics, Pearson Education.

Jennifer LeClaire, Danielle Dahlstrom, Vivian Braun, Business Analytics for Dummies, A Wiley Brand.

Budnik. F S., Mceavey. D and Mojena. R., *Principles of Operations Research*, All India Traveller Bookseller, New Delhi

Gupta ,Manmohan,Desai,*Operations Research*,Prentice Hall of India,New Delhi

Mathur. K and Solow, D. *Management Science*. Englewood Cliffs, Prentice Hall Inc., New Jersey

Sharma. J K., *Operations Research: Theory and Applications*, Macmillian India Ltd., New Delhi

Taha. H A, *Operations Research – An Introduction*,Mc Millan, . New York

FOURTH SEMESTER (SPECIALISATION PAPERS)

A. ACCOUNTING & FINANCE SPECIALISATION

DSE/F 06a International Finance and International Accounting

Course Outcome: The role of international finance manager is somewhat different from the domestic financial manager. Therefore, this course aims at providing the students with the thorough knowledge of currency conversion, derivatives, balance of payments, international cost of capital, international capital budgeting, international transfer pricing, international capital budgeting and other related issues which helps in financial decision making related with MNCs.

Unit 1: International Monetary System, Foreign Exchange and Derivative Markets : Overview of IMS, need for IMS, evolution of IMS- Gold standard, Bretton Woods, IMF and the World Bank and its affiliates. [8]

Unit 2: Balance of Payments : Form and Nature of BOP Accounts, equality and equilibrium in the Balance of Payments, fixed exchange rate system, flexible exchange rate system, managed flexibility, devaluation and revaluation, currency convertibility issues. [8]

Unit 3 : International Financing and International Project Appraisal : Euro market, international debt instruments, euro issues in India, GDRs, ADRs, IDRs. International Projects Appraisal-meaning, scope and techniques, adjusted PV technique, International Portfolio Investment, Foreign Direct Investment. [8]

Unit 4 : International Financial Reporting: Development of International Accounting, Scope of International Accounting, Major International differences in financial reporting, importance and difficulties of International Accounting, IASB – its structure, recognition and support, accounting standard setting process, adoption of IFRS by different countries, case studies on compliance with IFRS by Indian Companies and MNCs. [12]

Unit 5 : Foreign Currency Translation : Introduction, need for translation, issues in foreign currency translation, Indian GAAP on foreign currency translation, US GAAP on foreign currency translation, importance of exchange rate forecasting, techniques of exchange rate forecasting, types of foreign exchange exposure, IFRS on foreign currency exchange accounting, analysis of foreign exchange accounting in the annual reports of companies. [12]

Unit 6 : International Transfer Pricing: Evolution, meaning and objectives of transfer pricing, Major stakeholders affected by transfer pricing policies. Transfer pricing methods. Arm's Length Pricing, Case studies on international transfer pricing practices. [12]

Suggested Readings :

1. Apte, P.G. International Financial Management, PHI.
2. Shapiro, Alan C, Multinational Financial Management, PHI.
3. Jain, Yadav, Peyrard, International Financial Management, Macmillan.
4. Yadav, Jain , Peyrard, Foreign Exchange Market, Macmillan.
5. Sharan, V; International Financial Management, PHI.
6. Vij, Madhu; International Financial Management., Excel Books.
7. Click and Coval; International financial Management, PHI.

DSE/F 06b

Auditing & Assurance

Course Outcome: Along with accounting and reporting, auditing is very much needed in order to check the accuracy and validity of recording done through accounting. Auditing includes vouching, verification and valuation. Nowadays, along with accounting standards some auditing standards are also available in order to assure the stake of the stakeholders. Therefore, this course will help the students to have an overview of how auditing is done in practice.

Unit-1: Concept of Audit and Audit Evidence: Philosophy of Audit, Extended meaning of Audit, Auditing as a Social Science, Social objectives of Audit; Sources of evidence, Reliability of audit evidence, Methods of obtaining audit evidence. [08 Hours]

Unit-2: Standards of Auditing:

SA 200 (Revised) :Overall Objectives of the Independent Auditor and the Conduct of an Audit in Accordance with Standards on Auditing

SA 210 (Revised): Agreeing the Terms of Audit Engagements SA 220 (Revised):Quality Control for an Audit of Financial Statements

SA 230 (Revised): Audit Documentation SA 240 (Revised): The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements SA 500 (Revised):

Audit Evidence SA 501 (Revised): Audit Evidence - Specific Considerations for Selected Items

SA 505 (Revised): External Confirmations

SA 510 (Revised):Initial Audit Engagements—Opening Balances

SA 610 (Revised):Using the Work of Internal Auditors

SA 200 A- Objective & scope of audit of Financial Statement.

SA 300 Planning and Audit of Financial Audit

SA 520 Analytical Procedure [16 Hours]

Unit-3: Audit Report and Auditor's Independence: Essential of good report, Types of Auditor's Report - Clean report, Qualified report, Adverse report, Disclaimer of opinion, Piecemeal report; Auditor's Independence Meaning and different issues. [10 Hours]

Unit-4: Risk Assessment and Internal Control System: Elements of internal control, Review and documentation, Evaluation of internal control system, Internal control check list, Tests of control, Application of concept of materiality and audit risk Module- II

[10 Hours]

Unit-5: Special Audit: Cost Audit, Management Audit, Operational Audit, Forecast Audit, Green (Environmental) Audit. [06 Hours]

Unit-6: Auditing in Computerized Environment: Special aspects of CIS (computerized Information system) Audit Environment, Need for review of internal control, Approach to audit in CIS Environment, use of computers for internal and management audit purposes: audit tools, test packs, computerized audit programme Professional Ethics and Professional Misconduct: Enquiry into charges of misconduct, Schedules of the Chartered Accountant Act, 1949. [10 Hours]

Suggested Readings

Basu, B.K, An Insight into Auditing- A Multidimensional approach, Basushree BookStall.

Gupta, K, Contemporary Auditing, Tata McGraw Hill.

Basu, S.K, Auditing – Principles & Techniques, Pearson Education. Emile Woolf, Auditing Today, Prentice Hall India ICAI, Auditing Standards and Guidelines.

Tandon, B.N., Auditing Practice, Sultan Chand, New Delhi.

DSE/F 07 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Outcome: This course aims to make the students familiar with the concept of return and risk, investment, investment alternatives, tools and techniques for evaluation of securities,

optimal portfolio formation and portfolio performance evaluation. This course provides an insight to investors regarding wealth management.

Unit 1: Introduction: Nature of Investment- Investment Process-Investment Alternatives. Concept and measurement of Return and Risk.- Securities Markets– Market Indices.

(6)

Unit 2: Security Analysis: Sources of Information, Valuation of securities including equity shares, Fundamental Analysis: Macro-Economic, Industry and company analysis. Technical Analysis – various techniques.

Bond Valuation: YTM, duration and immunization.

(14)

Unit 3: Efficient market Hypothesis: Efficient market Hypothesis: weak, semi-strong and strong form of market efficiencies and their testing

(10)

Unit 4: Portfolio analysis and Selection: Portfolio return and risk- Diversification of risk. Markowitz's risk-return optimization, Sharpe's single index model. Introduction of risk free security in portfolio, Capital Market line.

(12)

Unit 5: Capital Market Theories: Capital Asset Pricing Model: Concept and assumptions of CAPM. Concept and estimation of beta coefficient. Applications of CAPM in portfolio decisions. Criticisms of Capital Asset Pricing Model. Arbitrage Pricing Theory

(10)

Unit 6: Portfolio Performance Evaluation: Risk adjusted measures of performance, criticisms of risk adjusted performance measures, Market timing

(8)

Reference:

Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mcgraw Hill, New Delhi

Elton and Gruber, Modern Portfolio Theory and Investment Analysis, International Mcgraw Hill

Fisher and Jordon, Security Analysis and Portfolio Management, Prentice- Hall of India

Sharpe, Alexander And Bailey, Investment, PHI learning

DSE/F 08

CORPORATE RESTRUCTURING & BUSINESS VALUATION

Course Outcome: This course aims at helping students to develop an in depth knowledge in the valuation of a business unit. It also helps them to know the forms of corporate restructuring and evaluating such restructuring.

Unit 1: Corporate Restructuring

Introduction, Stakeholders of a business unit, Objectives of a business unit, Forms of Corporate Restructuring, Rationale of different forms of restructuring, Types of merger: horizontal, vertical and conglomerate mergers, theories of merger

8

Unit 2: Mergers and Corporate Control

Introduction, Rationale of expansion through mergers, Dubious reasons for mergers, Expansion through Mergers and Acquisitions vs internal expansion, Evaluation of mergers,

Determination of exchange ratios, Merger and the economy, Cross border M&As, Lender-forced Restructuring, Management Buyouts, Leveraged Buyouts. 8

Unit 3: Business valuation

Introduction- Conceptual framework of valuation- Approaches to valuation-Discounted cash flow valuation, Relative valuation and Contingent valuation, Firm and equity valuation. 20

Unit 4 Acquisition and Shareholders Value

Introduction-defining success of M & As- Measuring the impact of acquisition on Shareholders returns-Review of stock market assessment of acquisition performance-Post-merger performance 10

Unit 5: Value of Synergy

Concept of synergy, Sources of synergy, Operating synergy and financial synergy, Valuing operating synergy and financial synergy. 6

Unit 6 Valuation of financial Service Firms, Start up firms and private firms

Methods of valuation, implication of start- up firms for investors, Issues in valuing financial service firms, start up firms and private firms 8

Suggested Readings:

1. Arzac R Enrique, Valuation for Mergers, Buyouts and Restructuring,Wiley Student edition
2. Brealey,Myers,Allen and Mohanty, Principles of Corporate Finance,The McGraw-Hill Companies
3. Vohra & Bagri,Options and Futures, Tata McGraw-Hill
4. Damodaran, On Valuation,Wiley.

DSE/F 09

Risk Management & Derivatives

Course outcome: To equip students with knowledge of valuing and managing risk with derivatives.

Unit I: Risk Management and Derivatives:

Meaning, measure and components of risk; Means of managing risks; Types of derivatives: Forwards, Futures, Swaps, Options; Derivative trading in India; Hedgers, speculators and arbitrageurs 8

Unit II: Forwards:

Features, Valuation and Strategies in managing risk associated with investing and foreign trade. 8

Unit III: Futures:

Features, Valuation and Strategies in managing risk associated with investing. 10

Unit IV: Swaps:

Currency and Interest rate swaps; Features, Valuation, Strategies in managing risk associated with investing and foreign trade. 12

Unit V: Options:

Types of options; Pay-off from options; Characteristics of asset price movements and returns; Distributions of Returns; Factors affecting option prices; put-call parity; upper and lower bounds of option prices; trading strategies involving options; Pricing of Options, Binomial model and use of Black-Scholes model for valuation. 14

Unit VI: Commodity Derivatives:

Features, Valuation and Strategies in managing risk associated with trade, trading of commodity derivatives in India. 8

Suggested Books:

- 1) John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.
- 2) Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
- 3) R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.)
- 4) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India

FOURTH SEMESTER (SPECIALISATION PAPERS)

B. MARKETING SPECIALISATION

DSE/M 06a Rural and International Management

Course Outcome: Rural Marketing This course makes the students understand the importance of rural marketing and to acquaint them with rural marketing strategies for better marketing of consumer as well as agricultural products. **International Marketing** This course aims to develop the skills of international marketing among students. Understand the trade theories and dynamics of world market and to make them familiar with the working of international institutions.

MODULE I: Rural Marketing

UNIT 1: Understanding Rural Marketing: Concept, nature and scope, rural vs. urban marketing. **Environment** Geographic, Economic, Socio-cultural and Infrastructural factors and their influence on rural marketing operations. **Consumer:** Characteristics, Attitudes and Behaviour, Buying patterns and influencers of rural consumer. (10)

UNIT 2: Rural Marketing Strategies: Segmenting rural markets. Product, Pricing, Promotion and Distribution Decisions in rural markets. (10)

UNIT 3: Marketing of Agricultural Inputs: Role of Government and other Organizations in Marketing Agricultural Products, Co-operative Marketing, Problems in Agricultural Marketing, Drawbacks of Rural Marketing. (10)

MODULE II: International Marketing

UNIT 1: Introduction: definition of international marketing, domestic vs. international marketing, benefits of international marketing, process of internationalization, marketing orientation of a firm, Trade Theories: basis of international trade, Principles of Absolute and Relative Advantage, Factor Endowment Theory. (10)

UNIT 2: Market Entry Modes: International Licensing, international franchising, international joint ventures, Global mergers and acquisitions, International strategic alliances, Subsidiaries. (8)

UNIT 3: International Institutions: World Bank, IMF, ADB, UNCTAD, WTO, EEC, SAPTA, NAFTA, Procedure of foreign trade and documentation: process of importing and exporting; Documentation: certificate of origin, bill of lading, mates receipt, letter of credit, line of credit, Foreign Trade policy of India. (12)

Suggested Readings:

1. Rajagopal, Management of Rural Business, Wheeler.
2. Mathur, U.C., Rural Marketing, Excel Books.
3. Gopalswamy, Rural Marketing, Wheeler.
4. Krishnamacharyulu & Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education.
5. Mamoria, Agricultural Marketing, Himalaya Publishing House.
6. Joshi: International Marketing: OUP.
7. J, Paul & R, Kapoor, International Marketing, TMH.
8. Onkvisit & Shaw: International Marketing – Analysis & Strategy: Pearson.
9. K.Lee & S. Carter, Global Marketing management, OUP.
10. Keegan: Global Marketing Management: Pearson.
11. Vasudeva: International Marketing: Excel Books.
12. Cherulinam: International Marketing: Himalaya.

DSE/M 05b Marketing Decision Models

Course Outcome: This course helps to make the students familiar with the tools and techniques used in the form of Models to take Marketing decisions. Also know how to apply those models in practical situations.

UNIT 1: Theory and Models in Marketing: The complexity of Marketing; Decision Support Models; Theoretical Modeling in Marketing; Marketing-Mix Analysis and Models. (6)

UNIT 2 : Consumer Behaviour: The foundations of Consumer Behaviour Models; Nature of Consumer Behaviour Models; Five-Stage Model of Consumer Behaviour; Stochastic Models; Process-Oriented Models of Consumer Choice Process.(14)

UNIT 3: Organisational Buying Models: General Models of Organisational Behaviour; Models in Group Choice; Bargaining Models; Research needs in Organisational Buying Models. (8)

UNIT 4 : Price and Product : Microeconomic view of pricing; Model Extensions; Setting price in practice; The theory of Product Strategy; Decision Models for Product Design. (10)

UNIT 5: Advertising and Promotion: Objective setting and budgeting; Message and Copy decisions; Media Selection and Scheduling; Sales Promotion: Type and Effects; Promotional Models. (12)

UNIT 6: New Product Planning and Sales Force: Types of new product situations; Aggregate Diffusion Models: Models of First Purchase; Repeat Purchase Models for new products; Personal Selling: Tasks, Importance and Models; Modeling Sales Force Problems. (10)

Suggested Readings:

1. Wierenga, Berend : Handbook of Marketing Decision Models Series International Series in Operations Research & Management Science, Vol. 121 (Ed.) 2008.
2. Philip Kotler : Marketing decision Making a Model Building (New York, Holt, Rinehart & Winston)
3. Philip Hans Franses, Richard Paap. : Quantitative Models in Marketing Research, Publisher Cambridge University Press (2001)
4. Peter S.H. Leeflang (Author), Dick R. Wittink (Author), Michel Wedel (Author), Philippe A. Naert (Author) : Building Models for Marketing Decisions (INTERNATIONAL SERIES IN QUANTITATIVE MARKETING Volume 9)
5. Strategic Models and Metrics Stephan Sorger : Marketing Analytics
6. Gary Lilien, Philip Kotler & Sridhar Moorthy : Marketing Models, Prentice Hall, 1992
7. Gilles Laurent & Gary Lielen : "Marketing Models, Past Present & Future" in Research Traditions in Marketing, L and Bernard Pras eds. Boston, Kluwer Academic Publishers (1994)

DSE/M 07 Social Marketing and Digital Marketing

Course Outcome: Social Marketing- This course aims to make the students understand social marketing, analyze social marketing environment, selecting target audiences, objectives and goals for social marketing, developing social marketing strategies and managing social marketing programs. **Digital Marketing-**This course aims to make the students understand DIGITAL marketing in the prevailing internet-based marketing environment along with e-commerce realizing their trend and future potential.

MODULE I: Social Marketing

UNIT 1: Social Marketing: Definition, Understanding, Relevance, Emerging social issues, The Indian Scenario (4)

UNIT 2: Social Marketing Process: Core Elements, Social Change Strategies; Social Marketing vs Commercial Marketing - Similarities and Differences; Regular Four Ps and Additional Ps in Social Marketing; Marketing Mix at Strategic and Operational Levels (12)

UNIT 3 : Social Marketing: Behaviour Change, Attitude Formation, Adoption Process; Diffusion of Social Products; Influence Group and their Mobilization; Social Marketing campaign - Stages and Effectiveness; Influence of Social Changes on the Indian Business Environment and Organisation - Opportunities and Threats; Cases (14)

MODULE II: Digital Marketing

UNIT 1: Concept, Potential & Advantage, Web 2.0, SOSTAC, Product Strategy online, Online pricing, E-commerce, Omni channel retailing, ROPO (8)

UNIT 2: Internet Traffic – Plan , volume & quality, SEO, SEM, Black Hat & Grey Hat SEO, E-mail marketing, Promotion in digital marketing- Affiliate marketing, Cyber branding, PPC, CTR, Google Ads, PAR & BAR (14)

UNIT 3: Netnography, Web purchase decision making, Content Marketing, SMM, Social media model by McKinsey, CRM (8)

Suggested Readings

1. Kotler; *Social Marketing in India*, Sage
2. Jha; *Social Marketing*, Himalaya Publishing House
3. Ahuja, Vanadana; *Digital Marketing*, Oxford
4. Gupta, Seema; *Digital Marketing*, Mc Graw Hill
5. Chaffey; *E-Business & E-Commerce Management* , Pearson
6. Kozinets; *Netnography: Redefined*, Sage
7. Tuten & Solomen; *Social Media Marketing*, Sage
8. Kotler; *Marketing 4.0*, Wiley

DSE/M 08 Retail Management and Services Marketing

Course Outcome: This course makes them understand the concept and role of retailing in customer relationship management and supply chain management. This course help the students understand the concept and scope of service marketing and the role of service marketing in enabling the growth of service sectors.

MODULE I: Retail Management

UNIT 1: Introduction to Retailing: Importance, functions of retailing, forms of retailing, evolution of retail formats, reasons for growth, trends in Indian retail market. (8)

UNIT 2: Developing Retail Strategies: Understanding retail customers, Choice of location, planning merchandising, pricing and promotional strategies, franchising. (10)

UNIT 3: Retail Operations: Store design and layout, visual merchandising, creating quality retail services, attracting and retaining customers, Supply Chain Management and Customer Relationship Management in retailing. (12)

MODULE II: Services Marketing

UNIT 1: Service Marketing : Introduction to need and scope of service marketing, reasons for growth of services, contribution to economy, different types of service sectors – traditional and new, trends in service sector, impact of technology on different service sectors, **Service Concept** : Definition, characteristics of services, tangibility spectrum,

evaluation properties-search, experience, and credence properties, marketing mix for services - product, price, place, promotion, physical evidence, people & process. (10)

UNIT 2: Consumer behaviour in Service Marketing : Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers, purchase process **Service quality and productivity** : service quality, Integrated gap model- to identify and correct quality problems, measuring and improving service quality, defining and measuring service productivity, improving productivity. (12)

UNIT 3: Applications of service strategies in different service sectors like banking, insurance, hospitality, health care, educational and professional, logistics, entertainment etc. (8)

Suggested Readings:

1. B. Berman & J.R. Evans, Retail Management, Pearson
2. A.J. Newman & P. Cullen, Retailing, Cengage Learning
3. S.Pradhan, Retailing Management, TMH
4. P.K. Sinha & D.P. Uniyal, managing Retailing, Oxford
5. G. Apte, Service Marketing, OUP
6. V.A. Zeithaml & M J Bitner: Service Marketing, Tata McGraw Hill.
7. C. Lovelock, J. Wirtz & J. Chatterjee, Services Marketing, Pearson Education
8. K.R.M. Rao, Services Marketing, Pearson Education
9. C. Gronroos, Services management and marketing, Wiley
10. C. Haksever, B. Render, R. Russel, R. Murdick, Service management and Operations, Pearson Education
11. J A Fitzsimmons & M J Fitzsimmons: Service Management, McGraw Hill.
12. Ravi Shanker, Service Marketing, Excel
13. R. Srinivasan, Services Marketing, PHI
14. P.K. Gupta, Service Marketing, EPH

DSE/M 09 Supply Chain Management and Logistics Management

Course Outcomes: Supply Chain Management This course aims to make the students understand the importance and impact of SCM on business by learning its operational aspects. **Logistics Management** This course aims to make the students understand the basic concepts of logistics and its role in SCM as well as in overall business.

Module 1: Supply Chain Management

UNIT 1: Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Upstream & Downstream. Interface of SCM with marketing Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Solutions. (10)

UNIT 2: Inventory Management, EOQ, Different Inventory Models, ROL, Safety stock, Role of Transportation in SCM, Shopper behavior. (8)

UNIT 3: Relationship between Supply Chain and Logistics, Backward and Forward Integration; Difference between ERP and SCM – SCM for customer focus – need and specificity of SCM – SCM scenario in India. Bullwhip Effect, Information Flow in SCM, Supply Chain Risk Management, SCM Models, Key Performance Indicators. (12)

Module 2: Logistics Management

UNIT 1: Logistics & Inventory Management: Logistic Planning, Logistic Strategy, Facilities Planning, Inventory Management, measures of logistics, physical distribution and logistics, logistics analysis and design warehousing and distributing centers (10)

UNIT 2: Logistics Functions: Order Processing, Warehousing, Inventory, JIT, Outsourcing, 3PL, RORO, LOLO, Inter-Modal Transport, Freight Forwarders. Location, transportation system: facilities and services, dispatch and routing decisions and models. (12)

UNIT 3: International Logistics, e-Marketplaces-Online Auctions & Exchange, Managing Logistics in future. (8)

Suggested Readings

1. Cooper; *Strategy Planning in Logistics and Transportation*, Kogan Page
2. Bhattacharya, S.K.; *Logistics Management*, S.Chand
3. Ballau, H, R, *Business Logistics Management*, Englewood Cliffs, Prentice Hall Inc, New York
4. Beal K, *A Management Guide to Logistics Engineering*, U,S,A, Institute of Production Engineering
5. Benjamin S,B, *Logistics Engineering and Management*, Englewood Cliffs, Prentice Hall Inc., New York
6. Bowersox, D,J and Closs, D, J, *Logistics Management : A System Integration of Physical Distribution* , MacMillan, , New York
7. Christopher, M, *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*, Pitsman, London
8. James, C,J, and Wood, F, D, *Contemporary Logistics*, MacMillan, New York

COR 11

Project Work

Course Outcome: This course encourages the students to apply the knowledge acquired by them in quantitative tools and techniques in analyzing real-life problems concerning their domain of specialization.