

**ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
UNDER UNIVERSITY OF CALCUTTA**

**POST GRADUATE DEPARTMENT OF COMMERCE (M. COM)
CURRICULUM- 2018-2020**

SEMESTER II

Code	Subjects	Total Marks	Credit Points
FIMM 4201	Functional Management (Marketing and Financial Management) (50 + 50)	100	6
EVGM 4201	Ethics, Values and Governance	100	6
OPRM 4201	Operation Research	100	6
SHRM 4201	Strategic Management	100	6
Total		400	24

MCOM SEMESTER – II

**FUNCTIONAL MANAGEMENT (MARKETING AND FINANCIAL MANAGEMENT)
CODE: FIMM 4201**

**MODULE: 1
FINANCIAL MANAGEMENT
(50 marks)**

1. Scope and Objectives of Financial Management:

(a) Meaning, Importance and Objectives (b) Conflicts in profit versus value maximization principle (c) Role of Chief Financial Officer and Organization of Finance Functions.

2. Concept of Value, Return and Risk:

(a) Compounding and discounting techniques— Concepts of Annuity and Perpetuity (b) Risk and Return; Basic concepts and their relation with the concept of 'value' of the business. (c) Risk and Return- an overview of capital market theory.

3. Financing Decisions:

(a) Cost of Capital — weighted average cost of capital and Marginal cost of capital (b) Capital Structure decisions — Capital structure patterns, designing optimum capital structure, Constraints, Various capital structure theories. (c) Business Risk and Financial Risk — operating and financial leverage, trading on Equity.

4. Investment Decisions:

(a) Purpose, Objective, Process (b) Understanding different types of projects (c) Techniques of

Decision-making: Non-discounted and Discounted Cash flow Approaches (d) Ranking of competing projects, Ranking of projects with unequal lives. (e) Analysis of risk and uncertainty in capital budgeting decisions- risk evaluation approaches. (f) Project selection under capital rationing.

5. Management of Working Capital:

(a) Working capital policies (b) Financing of working capital. (c) Inventory management (d) Receivables management (e) Payables management (f) Management of cash and marketable securities.

6. Dividend Decisions:

(a) Concept (b) Principal determinant factors for dividend decision. (c) Different Dividend Decision Theories. (d) Legal, procedural and tax aspects.

7. Corporate Restructuring and Contemporary Issues in Financial Management:

(a) Corporate restructuring: Mergers and Acquisitions- types, sources of takeover gains, valuation and financing of M&As. Leveraged buyouts; Spin offs; demerger (b) Contemporary issues in financial management: Start-up Finance, Small & Medium Enterprises.

MODULE: 2
MARKETING MANAGEMENT
(50 marks)

1. Introduction:

Fundamental Concepts of Marketing; Evolution of marketing
Concepts (orientations); Marketing Mix – 4Ps and their sub-elements. **Marketing Environment:**
Major components of the microenvironment and macro-environment.

2. Market Segmentation, Targeting and Positioning:

Concepts of market segmentation and targeting; various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies.

3. Consumer Behaviour:

A framework of consumer decision making process; major factors influencing consumer behavior.

4. Product:

Product Classification, Service – characteristics and expanded service mix elements; Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development.

5. Price:

Procedure for setting price; Pricing objectives; Cost and demand consideration; Pricing methods; modifying the price.

6. 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.

7. 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 Communications, Designing Communication Strategies.

8. Emerging Trends in Marketing:

Service Marketing, Retailing, E- marketing, Global marketing.

SUGGESTED READINGS:

1. Banerjee, B. Financial Policy & Management Accounting. PHI.
2. Chandra, P. Financial Management. TMH.
3. Horne, V. Financial Management & Policy. Pearson Education.
4. Horne, V. Fundamentals of Financial Management. PHI.
5. Khan, M. Y., & Jain, P. K. Financial Management. TMH.
6. Pandey, I. M. Financial Management. VIKAS.
7. Kotler, P., Keller, K., Koshy, A. & Jha, M. - Marketing Management; Pearson
8. Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; TMH
9. Grewal, D. & Levy, M. - Marketing ; TMH
10. Lamb, Hair, Sharma & McDaniel - Marketing , Cengage
11. Palmer - Principles of Marketing; OUP

ETHICS, VALUES AND GOVERNANCE

CODE: EVGM 4201

(100 marks)

1. Business Ethics - Concept, Nature, and Scope; Need and Importance, Ethical theories and approaches – The Teleological approach and the Deontological approach. Universalism vs. Ethical relativism, Utilitarianism, Ethical principles in business.

2. Ethics and Morality, Ethical dilemma, Resolving ethical dilemma, Ethical decision making, Ethical competency, Conflict of interest.

3. Values - Concept & Relevance in Business, Types of values, Values & ethical behaviour, Professional values.

4. Application of Ethics in Functional areas of business - Marketing, Finance, HR, Information Technology.

5. Corporate Social Responsibility (CSR) - Concept, Corporations and their social responsibilities, Carroll's Pyramid of Corporate Social Responsibility, CSR and strategy, Shareholder theory of the firm, voluntary guidelines, Regulatory mandates for CSR

6. Corporate Governance - Concept, Definition, Corporations and their characteristics, Global Corporate Governance Practices

- Anglo-American Model
- German Model
- Japanese Model

7. Codes of Corporate Governance - various Committee Reports - Global and Indian – Basic features and emphasis areas, Ethical governance, Probity in governance.

8. Regulatory framework of Corporate Governance – Latest Companies Act and Clause 49 of Listing Agreement.

9. Corporate Misconduct & Mis-governance

- Reasons for Corporate Misconduct
- Whistle Blower's Protection
- Factors Responsible for Obstructing Effective Corporate Governance Practices

10. Corporate Governance Issues in Indian Family-Based Businesses.

SUGGESTED READINGS:

1. Business Ethics and Corporate Governance. ICAI Center for Management Research, Hyderabad.
2. Chakraborty, S. K. Values and Ethics for Organizations. Oxford India Press.
3. Crane, A., & Matten, D. Business Ethics. Oxford University Press.
4. Petrick, J., & Quinn, J. Management Ethics: Integrity at Work. Response Books.
5. Reed, D., & Mukherjee, S. Corporate Governance, Reforms and Development. Oxford University Press.
6. Velasquez, M. G. Business Ethics: Concepts and Cases. Prentice Hall of India.
7. A C Fernando. Business Ethics: An Indian Perspective, Pearson India.
8. Subrata Sarkar & Jayati Sarkar. Corporate Governance in India, SAGE India.
9. S K Mandal. Ethics in Business and Corporate Governance, McGraw Hill Education.
10. Praveen B Malla. Corporate Governance: History, Evolution and India Story, Routledge.
11. Sunita Sharma. Corporate Governance in India, New Century Publication.

OPERATIONS RESEARCH

CODE: OPRM 4201

(100 marks)

1. Linear Programming Problem:

Linear programming problem formulation; Graphical solution; Simplex method; Variations in Linear Programming Problem; Duality; Dual simplex method; Post Optimal Analysis.

2. Transportation Problem:

Concepts; Basic Theorems; Initial solutions and optimality test for different types of transportation problems; Exceptional Cases in Transportation Problem; Transshipment problem.

3. Assignment Problem:

Concepts; Basic Theorems; Solutions to different types of assignment problems; travelling salesman problem.

4. Decision and Game Theory:

Decision under uncertainty; Decision under risk; Game theory; Two person zero sum game; Pure and mixed strategy games; Linear Programming Formulation of Game.

5. Inventory Management:

Characteristics of inventory system; EOQ Model and its variations- with and without shortages.

6. Network Analysis:

Network diagram; Time estimate for activity; Programme evaluation and review technique; Critical path method; Network crashing.

7. Queuing System:

General concept, steady state distribution, queuing model, M/M/1 with finite and infinite system capacity, waiting time distribution (without proof). Gambler's Ruin Problem: Classical ruin problem, expected duration of the game.

8. Simulation Models:

Concept, Process of Simulation; Formulation and solution technique; Monte Carlo Simulation; Applications to business problem; Application to inventory problem.

SUGGESTED READINGS:

1. Anderson, D. R., Sweeney, D. J., & Williams, T, An Introduction to Management Science. Thompson South-Western.
2. Gupta, P. K., & Hira, D. S. Problems in Operations Research. S Chand & Co.
3. Kapoor, V. K. Operations Research. Sultan Chand and Sons
4. Kasana, H. S., & Kumar, K. D. Introduction to Operations Research: Theory and Applications, Springer.
5. Mustafi, C. K. Operations Research: Methods and Practice. New Age International Ltd.
6. Natarajan, A. M., Balasubramani, P., & Tamilaras. Operations Research, Pearson Education
7. Sharma, J. K. Operations Research: Theory and Methods. Macmillan.
8. Srivastava, U. K., Shenoy, G. V., & Sharma, S. Quantitative Techniques for Managerial Decisions. New Age International
9. Taha, H. Operation Research. Prentice Hall
10. Vohra, N. D. Quantitative Techniques in Management, TataMcGraw Hill.

STRATEGIC MANAGEMENT

CODE: SHRM 4201

(100 marks)

1. Introduction:

Fundamental concepts, need and importance of Strategy and Strategic Management, Types of Strategies at various management levels, Corporate, Business and Functional levels Strategic Management Process, Hierarchy of Strategic intent - value of vision, mission, goals and corporate objectives, Strategic Management Model.

2. Strategy Formulation and Analysis:

Environmental Appraisal and Organisational Position Analysis, Competitive Advantage and Strategic Advantage Profile, Strategic Choice, **External Analysis:** Environmental Analysis, and Scanning Techniques, Industry Analysis, PEST Analysis, Porter's Five Forces model, the competitive environment, **Internal Analysis:** Organisational Appraisal and Techniques, Competitive Advantage, Core Competence, value chain analysis, Resource-based view of a firm, evaluation of firm performance, the balanced scorecard and the strategy map.

3. Designing Corporate Level Strategies:

Concentration, Integration and Diversification, Internationalization, Cooperation, Stability, Retrenchment and Restructuring.

4. Designing Business Level Strategies:

Cost Leadership, Differentiation, Focus. Blue-ocean strategy.

5. Strategic Analysis and Choice:

Tools and Techniques of Strategic Analysis.

6. Strategy Implementation & Strategic Change:

Strategy Implementation, Re-positioning the Organization, Structural, Behavioural, Functional and operational implementation, Strategic Change.

SUGGESTED READINGS:

1. Kazmi: Strategic Management and Business Policy; TMH
2. Wheelen and Hunger: Strategic Management and Business Policy; Pearson Education
3. Churchill and Strickland: Strategic Management
4. Hitt, Hokinson and Manikutty, I.: Strategic Management: A South-Asian Perspective Cengage learning
5. Ghemawat, Strategy and the Business Landscape, Pearson Education
6. Thompson, Crafting and Executing Strategy; Pearson Education
7. Pearce, Strategic Management: Formulation, Implementation and Control; Pearson Education

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