

NEW CURRICULUM

MASTER IN COMMERCE (M.COM)

WITH MARKETING SPECIALIZATION, 2014

Semester	Duration	Total Marks	Total Credit	Exam. Month
I	July - December	350	21	December
II	January - June	350	21	June
III	July - December	300	23	December
IV	January - June	400	23	June
Co-curricular activities (soft skills development and industry internship)			2	
Total		1400	90	

Semester 1

Code	Paper Name	Marks	Credit Hours	Credit
ORBM 4101	Organizational Behaviour	50	45	3
BMSM 4101	Basic Mathematics and Statistics	50	45	3
MAEM 4101	Managerial Economics	50	45	3
MCEM 4101	Macro Economics	50	45	3
OPRM 4101	Operations Research	50	45	3
EVGM 4101	Ethics, Values and Governance	50	45	3
ISMM 4101	Information System Management (Theory+ Practical)	50	45	3
Total		350		21

Semester 2

Code	Paper Name	Marks	Credit Hours	Credit
SHRM 4201	Strategic Management & Human Resource Management	50	45	3
STBM 4201	Statistics for Business Decision	50	45	3
EEBM 4201	Economic Environment of Indian Business	50	45	3
MAMM 4201	Marketing Management	50	45	3
FIMM 4201	Financial Management	50	45	3
SCMM 4201	Strategic Cost & Management Accounting	50	45	3
ECAM 4201	E-Commerce Application (Theory+ Practical)	50	45	3

	Total	350		21
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Semester 3 (Specialization Papers)

Code	Paper Name	Marks	Credit Hours	Credit
IRMM 4301	Introduction to Research Methodology including SPSS package	50	45	3
SDMM 4301	Sales and Distribution Management	50	60	4
IMCM 4301	Integrated Marketing Communication	50	60	4
CBMM 4301	Consumer behavior and Marketing Research	50	60	4
RMSM 4301	Retail Management and Supply Chain Management	50	60	4
SPBM 4301	Strategic Product and Brand Management	50	60	4
	Total	300		23

Semester 4 (Specialization Papers)

Code	Paper Name	Marks	Credit Hours	Credit
INMM 4401	International Marketing	50	60	4
RAMM 4401	Rural and Agricultural Marketing	50	60	4
SMSM 4401	Social Marketing and Marketing of Services	50	60	4
MMDM 4451	Dissertation including viva	100	90	6
MMSM 4452	Seminar Presentation	100	45	3
MMVM 4453	Comprehensive viva-voce	50		2
	Total	400		23

SEMESTER I

CODE: ORBM 4101

ORGANISATIONAL BEHAVIOUR

- 1. Introduction to Organizational Behaviour (OB):** Evolution of OB as a Discipline – OB: Challenges and Opportunities – Developing an OB model
[3 hours]
- 2. The Individual in the Organization:** Foundations of Individual Behaviour – Individual Decision-making
[10 hours]
- 3. The Group:** Foundations of Group Behaviour – Group Decision-Making -- Understanding Work Teams – Creating Effective Teams
[5 hours]
- 4. Communication:** Interpersonal Communication-- Organizational Communication – Barriers to Effective Communication
[3 hours]
- 5. Basic concepts of Motivation:** Early theories - Contemporary Theories
[2 hours]
- 6. Leadership:** Early Theories – Contemporary Theories
[2 hours]
- 7. Power and Politics:** Bases of Power – Organizational Politics – Conflicts and Negotiation
[3 hours]
- 8. Organizational Dynamics:** Organizational Culture – Varying Culture of Different Nations- Organizational Change – Management of Work-related Stress
[5 hours]
- 9. Case Studies**

Suggested Readings:

1. Aquinas, P. G. *Organizational Behaviour*. Excel Books.
2. Hersey, Blanchard, & Johnson. *Management of Organizational Behavior: Utilizing Human Resources*. Prentice Hall.
3. Luthans, F. *Organizational Behavior*. McGraw Hill.
4. Pareek, U. *Understanding Organizational Behaviour*. Oxford University Press.

5. Robbins, S. P. *Organizational Behavior*. Prentice Hall.

CODE: BMSM 4101
BASIC MATHEMATICS AND STATISTICS

- 1. Calculus:** An overview of differentiation and integration- Basic rules and formulae; Illustrations.
[3 hours]
- 2. Application of Calculus:** Maxima and Minima. Definite Integral -Important properties; Area of the curve; Illustrations.
[5 hours]
- 3. An Overview of Descriptive Statistics:** Central tendency, dispersion, moments, skewness and kurtosis - Basic ideas - definitions, formulae and illustrations with numerical problems.
[5 hours]
- 4. Simple Correlation and Regression:** Scatter diagram; Bivariate frequency distribution; Simple correlation; Simple linear regression; Rank correlation.
[5 hours]
- 5. Probability Theory:** Introduction to set theory, Permutation and Combination; Different definitions of probability; Total probability theorem; Conditional probability; Compound probability; Independent events; Bayes' theorem on conditional probability; Numerical problems.
[7 hours]
- 6. Random Variable and Probability Distributions:** Random variable; Probability functions; Expectation and Variance of a random variable; Moments, skewness and kurtosis; Joint distribution of two random variables (discrete).
[3 hours]
- 7. Time Series Analysis** - Components of time series; Additive and multiplicative models; Determination of trend component (linear, quadratic and exponential trend equations); Computation of seasonal indices;
[5 hours]

Suggested Readings:

1. Allen, R. G. *Mathematical Analysis for Economists*. Macmillan.
2. Baruah, S. *Basic Mathematics and its Application in Economics*. Macmillan.
3. Beri, G. C. *Business Statistics*. Tata McGraw Hill.
4. Bhardwaj, R. S. *Mathematics for Economics and Business*, R. S. ., Excel Books.
5. Budnick, F. S. *Mathematics for Business, Economics and Social Science*. Tata McGraw Hill.
6. Das, J. K. *Statistics for Business Decisions*. Academic Publishers.
7. Das, N. G., & Das, J. K. *Business Mathematics and Statistics*. Tata McGraw Hill.
8. Gupta, S. C. *Fundamentals of Statistics*. Himalaya Publishing House.
9. Levin, R. I., & Rubin, D. S. *Statistics for Management*. Prentice Hall.
10. Raghavachari, M. *Mathematics for Management* . Tata McGraw-Hill.

CODE: MAEM 4101

MANAGERIAL ECONOMICS

1. **Economic Concepts:** Costs – Demand and revenues – Price, Cross and income elasticity of demand – Pricing and output decisions.

[4 hours]

2. **Horizontal and Vertical Boundaries of the Firm.**

Definition of economies of scale and scope – Sources of scale economics and diseconomies in production – Non-production sources of economics of scale and scope – The learning curve. Make vs. buy decision – Vertical chain of production – Reasons for outsourcing: Benefits and costs of using the market.

[10 hours]

3. **Market and Competitive Analysis**

Competition identification and market definition – Measures of market structure – Different form of market: structural features and price – output decision – Oligopoly: Cournot of quantity competition; Bertrand price competition; Games in matrix form and Nash

equilibrium, Price and non-price competition, cartel cheating and cooperation.

[10 hours]

4. Microeconomics of Innovation

Innovation and the growth process in free- market economics – Innovation versus price as the prime competitive weapon – optimal level of spending on innovation – Technology sharing – A kinked revenue curve model of spending on innovation. Growth-creating properties of innovation - Innovation as a positive externality – Effects of process innovation and product innovation on output and prices

[5 hours]

5. Markets with Asymmetric Information.

Quality uncertainty and the market for lemon- Insurance market and adverse selection - Market signalling- The problem of Moral hazard

[4 hours]

Suggested Readings:

1. Baumol, W. J., & Blinder, A. S. *Microeconomics*. South - Western: Thomson.
2. Besanko, D., Dranove, D., & Stanley, M. *Economics of Strategy* (2nd ed.). John Wiley and Sons Inc.
3. Perloff, J. M. *Microeconomics* (2nd ed.). Pearson Education.
4. Salvator, D. *Principles of Microeconomics*. Oxford University Press.

CODE: MCEM 4101
MACRO ECONOMICS

1. Saving, Investment and the Financial System

Full-employment output and its determinants - output market equilibrium- Saving-Investment equilibrium (loanable funds interpretation) - comparative static analysis in loanable funds market - saving and investment in a small open economy-Fiscal deficit and current account deficit in balance of payments-Comparative static analysis.

[8 hours]

2. Money and Prices

Money supply and its components-Nominal and real interest rate- Money demand Function- Money market equilibrium- Inflation and interest rate- Money growth and inflation-Inflation expectations and its feedback effect on current inflation.

[6 hours]

3. Money market and the aggregate demand for output

Full-employment output with reference to real interest rate- loanable funds model and the derivation of the IS curve: Shifters of the IS curve: changes in government spending, taxes, productivity, inflation expectation, etc. Money market equilibrium and the derivation of the LM curve – Shifters of the LM curve – Determination of aggregate demand for output with IS and LM curves: Analysis of business cycles in the fixed price IS – LM model – countercyclical fiscal and monetary policy – Flexible price IS – LM model and self-correcting demand adjustment.

[12 hours]

4. Inflation and unemployment

Nature of aggregate supply curve in the presence of money wage rigidity – Derivation of Phillips curve from the aggregate supply curve – Application of Phillips curve to explain demand – pull, cost- push and expectational inflation – Disinflation and sacrifice ratio – painless disinflation

[7 hours]

Suggested Readings:

1. Abel, A. D., & Bernanke, B. *Macroeconomics*. Pearson Education.
2. D'Souza, E. *Macroeconomics*. Pearson Education.
3. Evans, M. K. *Macroeconomics for Managers*. Blackwell Publishing. (For case studies)
4. Mankiw, N. G. *Macroeconomics*. Worth Publishers.

CODE: OPRM 4101

OPERATIONS RESEARCH

1. Linear Programming Problem: Linear programming problem formulation; Graphical solution; Simplex method; Duality; Dual simplex method.

[6 hours]

2. Transportation Problem: Concepts; Initial solutions and optimality test for different types of transportation problems; Trans-shipment problem.

[4 hours]

3. Assignment Problem: Concepts; Solutions to different types of assignment problems; Travelling salesman problem.

[5 hours]

4. Decision and Game Theory: Decision under uncertainty; Decision under risk; Game theory; Two person zero sum game; Pure and mixed strategy games.

[6 hours]

5. Network Analysis: Net work diagram; Time estimate for activity; Programme evaluation and review technique; Critical path method; Network crashing.

[6 hours]

6. Simulation Models: Concept, Process of Simulation; Formulation and solution technique; Monte-Carlo simulation; Applications to business problem. Application to inventory problem.

[6 hours]

Suggested Readings:

1. Anderson, D. R., Sweeny, 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., & Tamilasar. *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*. Tata Mcgraw Hill.

CODE: EVGM 4101

ETHICS, VALUES AND GOVERNANCE

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, Ethical principles in business

[4 hour]

2. Ethics and Morality, Ethical dilemma, Resolving ethical dilemma, Ethical decision making

[3 hour]

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

[3 hour]

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

[5 hour]

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

[5 hour]

6. Corporate Governance - Concept, Definition, Corporations and their characteristics, Theories and models of corporate governance

[5 hour]

7. Codes of Corporate Governance - various Committee Reports - Global and Indian - Basic features and emphasis areas

[5 hour]

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

[3 hour]

Suggested Readings:

1. *Business Ethics and Corporate Governance*. ICFAI 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.

CODE: ISMM 4101

INFORMATION SYSTEM MANAGEMENT

(Theory)

Total Marks: 25

Duration: 20 Hours

1. Intelligent Information System

[4 hours]

Artificial Intelligence – concept. Artificial Intelligence methods for business: expert system and artificial neural network. Business Intelligence (BI) – basic idea, role of Business Intelligence: marketing, human resource, finance and accounting.

2. Cloud Computing

[3 hours]

Basic Idea, Types of cloud - public, private and hybrid; Cloud Services, Security issues in cloud computing.

3. Data Base Management System

[7 hours]

Significance of query language, SQL - DDL, DCL, DML, TCL and PL/SQL - Triggers, Functions, Procedures, Packages and Anonymous Blocks. Backup and Recovery. Basic idea of Data Warehouse and Data mining.

3. Enterprise Information System

[6 hours]

Concept. Relevance in different domains. ERP Modules and Functions. Implementation of ERP and challenges.

INFORMATION SYSTEM MANAGEMENT

(Practical)

Total Marks: 25

Duration: 25 HOURS

- 1. Advanced level Electronic spreadsheet features (by using Excel) including what-if analysis and macro. [8 hours]**
- 2. SQL and basic PL/SQL. [12 hours]**
- 3. Project Presentation. [5 hours]**

Suggested Readings:

1. Barbara, C., McNurlin, & Ralph H, S. *Information Systems Management in Practice*. Pearson.
2. Brien, J. O. *An Introduction to Information System*. McGraw-Hill.
3. Jaiswal, M., & Mital, M. *Management Information Systems*. Oxford University Press.

SEMESTER II

CODE: SHRM 4201

STRATEGIC MANAGEMENT & HUMAN RESOURCE MANAGEMENT

MODULE I

- 1) **Introduction:** Defining Strategic Management, Implications, Stages, Strategic Vision, Mission, Goals, Objectives, Strategic Management Model
[3 hours]
- 2) **Analysis and Diagnosis:** Environmental Scanning, Internal Analysis and External Analysis (SWOT, ETOP, SAP, GAP)
[3 hours]
- 3) **Strategic Options:** Types of Strategies, Levels of Strategies, Integration, Diversification Strategies, Defensive Strategies, Combination Strategies
[3 hours]
- 4) **Choice of a Strategy:** Factors affecting Strategic Choice, Michael Porter's Generic Strategies, Value Chain Analysis, BCG Matrix
[3 hours]
- 5) **Strategy Formulation and Implementation:** Resource Allocation, Structure and Strategy
[2 hours]
- 6) **Strategy Review, Control and Evaluation:** Criteria for Evaluation and Control, Process of Evaluating Strategies, Balanced Score Card, Quality Management.
[2 hours]

Suggested Readings:

- 1) David, *Strategic Management*, Prentice Hall
- 2) Jauch & Gleuck, *Strategic Management*, Tata-McGraw Hill
- 3) Ashwathappa, *Business Environment for Strategic Management*, Himalaya Publishing
- 4) Johnson & Scholes, *Exploring Corporate Strategy*, Prentice Hall

5) Cherunilam, *Strategic Management*, Himalaya Publishing

HUMAN RESOURCE MANAGEMENT

MODULE II

1. **Introduction to Human Resource Management (HRM):** Scope of HRM--Strategic Role of HRM --Strategic need for Human Resource Planning --Strategic HR Challenges in a globalised world
[3 hours]
2. **Recruitment and Placement:** Job Analysis--Job Description --Job specification – Recruitment—Selection—Placement---Orientation Process
[3 hours]
3. **Training and Development:** Strategic context of Training – Management Development
[3 hours]
4. **Performance Management:** basic concepts—Traditional and Modern methods of Performance Appraisal – Managing Promotion and Transfer— Managing Succession
[4 hours]
5. **HRM Practices in Indian Industries** – Industrial Relations – Collective Bargaining – Role of Trade Unions –Changing Dynamics for HR Managers in India—Workers’ Participation in Management
[3 hours]

Suggested Readings:

1. Dessler and Varkkey, *Human Resource Management*, Pearson
2. Rao, *Human Resource Management – Text and Cases*, Excel Books
3. Snell, Bohlander and Vohra, *Human Resource Management: A South-Asian Perspective*, Cengage Learning

CODE: STBM 4201

STATISTICS FOR BUSINESS DECISIONS

- 1. Theoretical Distributions:** Uniform, Binomial, Poisson; Rectangular, Normal and Exponential distribution.

[6 hours]

- 2. Theory of Sampling:** Basic concept of sampling; Sampling and non-sampling errors; Practical methods of selecting random sample; Random and non-random sampling techniques; Simple random sampling, Stratified sampling, Cluster sampling, Multistage Sampling, Multiphase sampling, Systematic sampling, Purposive sampling, Convenient sampling, Quota sampling and Snowball sampling; Sampling distributions (statement only); Sample size decisions; Central limit theorem.

[5 hours]

- 3. Theory of Estimation:** Concept of point and interval estimation; Properties of a good estimator; Methods of estimation (Methods of moments, Least squares method).

[3 hours]

- 4. Test of Hypotheses:** Basic concepts of hypothesis testing; Small sample and large sample parametric tests based on Z, t, Chi-square and F statistic for population means and proportions; Confidence interval for population mean and proportions.

[5 hours]

- 5. Non-parametric Tests:** Pearsonian Chi-square test; Kolmogorov-Smirnov test; Wilcoxon signed rank test; Wald-Wolfowitz run test; Mann-Whitney test ; Median test, Kruskal-Wallis test .

[4 hours]

- 6. Analysis of Variance:** Analysis of one-way classified data; Analysis of two-way classified data with one observation per cell.

[3 hours]

7. **Multivariate Analysis:** Multiple linear regression model; Multiple and Partial correlations; Basic concept of factor analysis, cluster analysis, discriminant analysis and conjoint analysis. [4 hours]
8. **Business Forecasting Models:** Decomposition of time series components; Exponential smoothing models (single, double and triple). [3 hours]

Suggested Readings:

1. Aczel, A. D., & Sounderpandian, J. *Complete Business Statistics*. Tata McGraw Hill.
2. Das, J. K. *Statistics for Business Decisions*. Academic Publishers.
3. Gupta, S. C. *Fundamentals of Statistics*. Himalaya Publishing House.
4. Hanke, J. E. *Business Forecasting*. Prentice Hall of India.
5. Hooda, R. P. *Statistics for Business and Economics*. Macmillan.
6. Johnson, R. A., & Wichern, D. W. *Applied Multivariate Statistical Analysis*. Prentice-Hall of India.
7. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. *Forecasting Methods and Applications*. John Wiley and Sons.
8. Ruppert, D. *Statistics and Finance: An Introduction*. Springer.
9. Sharma, J. K. *Business Statistics*. Pearson Education.
10. Shenoy, G. V., & Pant, M. *Statistical Methods in Business and Social Science*. Macmillan India.

CODE: EEBM 4201

ECONOMIC ENVIRONMENT OF INDIAN BUSINESS

1. Macroeconomic Overview: 1991-2013

GDP growth – Sectoral Performance – Growth Projections – Growth drivers – Growth and economic well being – Risk factors and constraints.

[4 hours]

2. Sectoral Issues

(a) Agriculture: Agricultural development strategy in the post – Independence period : Institutional and technocratic model - Reasons for the slow growth of agriculture in the recent years – Emerging opportunities and Challenges in Agribusiness – Policy Reforms in agricultural sector : Product market, Factor Market and composition of Govt. spending.

[7 hours]

(b) Industry: Industrial policy prior to reform and its consequences – Shifts in industrial policy paradigm – Industrial Restructuring, productivity and Innovation - Open economy advantages and challenges. Reasons for the slow growth and investment and production in the manufacturing sectors with specific reference to labour-intensive manufacturing activities

[7 hours]

(c) Services: Growth and contribution of service sector—Growth rate and shares of services sub-sectors in GDP- Reasons for the rapid growth of services sector—Sustainability of services – led growth.

[4 hours]

3. Development Priorities and Policies

Characteristics of growth stages: Factor-driven, efficiency-driven and innovation driven—India's development potential as a factor-driven economy—Pillars of factor-driven growth: institutions, infrastructure, health and education, and macroeconomic environment—Investment priorities and resource mobilization for factor-driven growth with specific reference to the areas of government intervention and market reforms – Macroeconomic stabilisation policies (Fiscal & monetary measures) for GDP growth, balance of payments management and inflation management

[12 hours]

Suggested Readings:

1. Basu, K. ((ed):Introduction and article No.5). *India's Emerging Economy*. Oxford University Press.
2. Bhagwati, J., & Panagaria, A. *Why growth matter*. Atlantic Publisher.
3. *Business standard: India 2008, Article Nos. 1, 2 and 3*.
4. Nayyar, G. (2012). *The Service Sector in India's Growth*. OUP.
5. Panagaria, A. (2008). *India: The Emerging Giant*. Oxford University Press.
6. Radhakrishna, R. (2013). *India Development Report*. IGIDR and OUP.
7. Schwab, K. (2013). *The Global Competitiveness Report, 2012-13*. World Economic Forum.

CODE: MAMM 4201

MARKETING MANAGEMENT

1. Understanding Marketing

Concept; Needs and Wants; Exchange; Consumer- and Societal-orientation; Rural Marketing; Customer Relationships & Challenges; Consumerism [8 hours]

2. Developing Marketing Opportunities and Strategies

Market Segmentation; Marketing Environment; Adopting Competitive Strategies [6 hours]

3. Developing the Marketing Mix

Concept of Marketing Mix of Product and Service; Product Mix Decisions; New Product Development Process; Product Life Cycle; Price; Factors to consider when setting Price; Pricing Strategies; Nature and Importance of Marketing Channels; Marketing Logistic: Importance & Functions; Marketing Communication Mix; Public Relations [20 hours]

Suggested Readings:

1. Etzel, Walker, Stanton, & Pandit. *Marketing: Concepts and Cases*. Tata-McGraw Hill.
2. Grewal, and Levy. *Marketing*. Tata-McGraw Hill
3. Kotler, & Armstrong. *Principles of Marketing*. Pearson Education.
4. Ramaswamy, & Namakumari. *Marketing Management: Planning, Implementation and Control*. Macmillan.
5. Perrault, & McCarthy. *Essentials of Marketing*. McGraw Hill.
6. Perrault, & McCarthy. *Basic Marketing: A Global Managerial Approach*. McGraw Hill
7. Saxena. *Marketing Management*, Tata-McGraw Hill

CODE: FIMM 4201

FINANCIAL MANAGEMENT

1. Scope and Objectives of Financial Management

[3 hours]

- (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

[6 hours]

- (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

[6 hours]

(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

[6 hours]

(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

[6 hours]

(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

7. Dividend Decisions

[6 hours]

(a) Concept

(b) Principal determinant factors for dividend decision.

(c) Different Dividend Decision Theories.

(d) Legal, procedural and tax aspects.

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.

CODE: SCMM 4201

STRATEGIC COST & MANAGEMENT ACCOUNTING

1. Introduction

Concept of Strategic Cost Management, Strategic Management Accounting and Competitive Position Analysis, Information provided by Strategic Management Accounting, Globalized Competitive scenario and the role of Strategic Cost and Management Accounting, Relationship between Strategic Management and Strategic Cost Management.

[3 hours]

2. Strategic Approaches to Cost Management

- Activity based Cost analysis and Activity based Cost Management
- Target Costing, Life cycle costing, Quality Costing, JIT (including Back flush Costing and Throughput costing)

[6 hours]

3. Performance Measurement

Return on Investment, Residual Income, Responsibility Accounting and Reporting, Balanced Scorecard.

[3 hours]

4. Marginal Costing and Strategic Management decisions.

[6 hours]

5. Management control Techniques

- Cost Control, Cost Reduction, Benchmarking, Value chain Analysis and Value Engineering.
- Budgetary Control System
- Standard Costing and Variance Analysis (including Sales Variance)

[9 hours]

6. Transfer Pricing

Objectives, Guiding Principles, different methods and their applications

[3 hours]

7. Decision Making Through Cost Analysis

Relevant Costing.

[3 hours]

Suggested Readings:

1. Atkinson, Kaplan, Matsumara, Yong, & Kumar. *Management Accounting*. Pearson Education.
2. Banerjee, B. *Cost Accounting*. Prentice Hall of India.
3. Banerjee, B. *Financial Policy & Management Accounting*. PHI.
4. Banerjee, B. *Financial Policy and Management Accounting*. Prentice Hall of India.

5. Basu, Banerjee, & Dandapat. *Strategic Cost Management*. University of Calcutta.
6. Blocher, Chen, Cokins, & Lin. *Cost Management: A Strategic Emphasis*. TMH.
7. Chandra, P. *Financial Management*. TMH.
8. Drury, C. *Management and Cost Accounting*. Thomson Learning and Taxman.
9. Horagren, Dabur, & Foster. *Cost Accounting: A Managerial Emphasis*. PHI and Peasons Education.
10. Horne, V. *Financial Management & Policy*. Pearson Education.
11. Horne, V. *Fundamentals of Financial Managemen*. PHI.
12. Khan, M. Y., & Jain, P. K. *Financial Management*. TMH.
13. Kishore, R. M. *Cost Management*. Taxman.
14. Lucey, T. T. *Management Accounting*. ELBS.
15. Pandey, I. M. *Financial Management*. VIKAS.
16. Saxena, & Vasist. *Cost and Management Accounting*. Sultan Chand.

CODE: ECAM 4201

E-COMMERCE APPLICATIONS

(Theory)

Total Marks: 25

Duration: 20 HOURS

1. Categories of E-Commerce (Models)

Business to Consumer (B to C) model – Basic idea, major activities, major challenges. Models of B to C [portals, e-tailer, content provider, transaction broker] Business to Business (B to B) model – Basic idea, major activities, types of B to B market [independent, buyer oriented, supplier oriented, vertical and horizontal e-market place]. Other models – Business to Government (B to G), Consumer to Consumer (C to C), Consumer to Business (C to B).

[6 hours]

2. **Internet Basics**

What is Internet, Protocols, IP Address, DNS, Web Site, Web Page.

[2 hours]

3. **Web Applications**

Client-Server application concepts - Introduction to scripting languages; Java Script Language.

[4 hours]

4. **Legal Framework and Regulatory Issues**

IT Act 2000 in the context of e-commerce, Data protection and privacy. Intellectual property protection in cyber space.

[5 hours]

5. **E-Payment**

Types of E-Payment – Payment card [credit card and debit card], Electronic or digital cash. Electronic or digital wallet. Stored value card [smart card]. Basic idea of online banking [core banking solution or CBS]

[3 hours]

E-COMMERCE APPLICATIONS

(Practical)

Total Marks: 25

Duration: 25 HOURS

1. HTML & Java Script.

[10 hours]

2. Introduction to Java Programming.

[10 hours]

3. Project Presentation.

[5 hours]

Suggested Readings:

1. Joseph, P. T. S.J., *E-Commerce: An Indian Perspective*. PHI.
2. Laudon, & Traver. *E-Commerce*. Pearson Education.
3. Schneider, G. *Electronic Commerce*. Thomson Publishing.

SEMESTER III

INTRODUCTION TO RESEARCH METHODOLOGY INCLUDING SPSS PACKAGE PAPER CODE: IRMM 4301

GROUP A [30 MARKS]

1. **Introduction to Research:** importance, nature and scope of research, meaning, objective, importance & scope, types, approaches, research process, challenges faced by researchers in India
[1.5 hours]

2. **Problem Formulation and Research Design:** problem definition – literature review - Research objective –formulation of research hypothesis - developing a research proposal – determining research type – Research designs
[2 hours]

3. **Sources of Data and Collection of Data:** primary data collection methods – questionnaire techniques, online surveys, observation method, survey, panel and focus group methods – questionnaire preparation: characteristics of a good questionnaire – discussions on certain problems to develop questionnaire (market research problems can be considered together with finance oriented problems)
[1.5 hours]

4. **Aptitude Measurement and Scaling Techniques:** elementary introduction to measurement scales – rating scales – Likert and Semantic differential scale
[1.5 hours]

5. **Sampling Plan:** universe, sample frame and sampling unit – sampling techniques – sample size determination – sampling and non-sampling errors – probability and non-probability samples, simple random sampling, stratified random sampling, cluster sampling, systematic sampling, area sampling, quota sampling, judgment sampling
[1.5 hours]

6. **Data Processing and Analysis:** tabulation of data – validation, editing coding and exploratory data analysis : correlation and regression; inferential data analysis univariate, bivariate and multivariate data analysis – hypothesis testing – ANOVA—non-parametric and parametric statistics –trend forecasting--- reliability and validity of research
[5 hours]

7. **Interpretation & Report Writing:** Meaning, techniques, Precautions of Interpretations, Report writing – significance, steps, layout, types [1.5 hours]
8. **Market Research :** Case Study [1.5 hours]

GROUP B [20 MARKS]

SPSS PACKAGE

Total= 16 hours

LIVE PROJECT / ASSIGNMENT FOR EACH STUDENT

1. Introduction / Basic Concepts –Data View and Variable View
2. Exploratory Data Analysis—Displaying Data/ Frequency—Displaying Data/ Graphs—Percentiles; Percentiles Rank – Descriptive Statistics – Measures of Central Tendency—Measures of Dispersions
3. Inferential Data Analysis—Reliability Analysis—Introduction to Hypothesis Testing—Testing Hypothesis about single mean—Comparability of Means of Two samples
4. Correlation Analysis
5. Non-Parametric Tests
6. Bivariate and Multivariate Data Analysis—Regression and ANOVA; Factor Analysis; Cluster Analysis; Discriminant Analysis; Conjoint Analysis
7. Trend Forecasting Tools

Suggested Readings:

1. Kothari, C.R., *Research Methodology, Methods & Techniques*, New Age International Publishers
2. Ahuja, R., *Research Methods*, Rawat Publications
3. Zikmund, W.G., *Business Research Methods*, Thomson
4. Parasuraman, A., and Grewal, D., *Methodology of Research in Social Science*
5. Keizer, J, *Business Research Projects*, Piet Kempen
6. Gupta S.L. & Gupta Hitesh, *SPSS 17.0 for Researchers*, International Book House Pvt. Ltd.
7. Pati, Debashis, *Marketing Research*, University Press

CONSUMER BEHAVIOUR & MARKETING RESEARCH

Paper Code: CBMM 4301

- 1. Consumer behaviour theory & its application:** definition, understanding, scope; need, importance, changes in consumer behaviour; influencing consumer behaviour–Stimulus Response Model; consumer buying process; buying roles; buying behaviour–types of buying behaviour and models; buying-decision process–steps and models **[10 hours]**
- 2. Determinants of consumer behavior: external determinants:** cultural factors–culture, sub-culture, social class; Social factors– reference group, family and household, role and status
internal Determinants: personal factors–age and life-cycle, occupation and finance, needs-wants-values involvement, life-style personality and self, psychographic; psychological factors -- motivation and involvement, perception, learning, beliefs, attitude **[10 hours]**
- 3. Opinion leadership, innovation, diffusion and adoption:** opinion leadership–profile, process, and measurement; influence and use in marketer’s promotional strategy; innovation, diffusion and adaptation in consumer behaviour **[5 hours]**
- 4. Cross-cultural consumer behaviour and impact of information technology:** globalisation of consumer markets and understanding cross-cultural consumer; comparative study of cross-cultural consumers–similarities & differences-marketing implications; impact of information technology on consumer behaviour and marketing implications of the emerging changes in individual behaviour **[5 hours]**
- 5. Marketing research:** definition and understanding; importance, scope, purpose, role; process--organization, participants, limitations; nature and classification; sources of information and their characteristics; qualitative vs. quantitative marketing research; marketing information system and marketing research; Indian marketing research scenario; challenges in international, multi-country and rural marketing research; areas of application; types--product research and test marketing, advertising research, market segmentation research, brand positioning research; Case studies **[15 hours]**

Suggested Readings:

1. Bennett and Kassarian, *Consumer Behaviour*, Prentice Hall
2. Schiffman and Kanuk, *Consumer Behaviour*, Prentice Hall
3. Loudon, *Consumer Behaviour, Concepts and Applications*, McGraw Hill
4. Engel, Blackwell and Miniard, *Consumer Behaviour*, Dryden Press
5. Block and Roering, *Essentials of Consumer Behaviour*, Dryden Press

INTEGRATED MARKETING COMMUNICATIONS

Paper code: IMCM 4301

1. **Integrated Marketing Communication (IMC):** concept, evolution, role in branding, promotion and product development; IMC planning process.
[4 hours]
2. **Advertising, Branding and Positioning:** role of advertising in creating brand awareness, brand attitude, brand Image, brand personality and brand equity; developing brand personality through advertising; creative advertising process; advertising appeals
[6 hours]
3. **Advertising Response Process:** consumer decision-making and learning processes and their relationships with marketing communication; model of communication; understanding involvement and how advertising works
[4 hours]
4. **Message Design:** source; message and channel factors; creative tactics; message development and execution
[4 hours]
5. **Media Planning:** planning process; media objectives; developing and executing media strategies; media measurements; support media; non-traditional media
[5 hours]
6. **Advertising Agency:** roles and responsibilities; compensation; evaluation; specialized services; client-agency relationship
[4 hours]

7. **Budgeting and Monitoring:** budgeting approaches; testing process for evaluating campaign effectiveness. **[4 hours]**

8. **Other IMC Tools:** scope and roles of sales promotion, public relations, corporate communication and direct marketing, consumer and trade sales promotion. **[4 hours]**

9. **Emerging Media:** new and innovative usage of media by advertisers; internet marketing its effectiveness measurement **[6 hours]**

10. **Global Marketing Communication:** international environmental issues and their relevance; strategic orientation; variations in advertising execution in the global perspective and the roles of other IMC tools **[4 hours]**

Suggested Readings:

1. George Belch and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, Tata McGraw-Hill
2. Tom Duncan, *Principles of Advertising and IMC(2nd edition)*, Tata McGraw-Hill
3. Jaishri Jethwaney and Shruti Jain, *Advertising Management*, Oxford University Press India
4. Kazmi and Batra, *Advertising and Sales Promotion (2nd edition)*, Excel Books
5. Subroto Sen Gupta, *Brand Positioning (2nd edition)*, Tata McGraw Hill
6. Pran Choudhury, Ricky Elliot and Alan Toop, *Successful Sales Promotion*, Orient Longman

RETAIL MANAGEMENT AND LOGISTICS MANAGEMENT

Paper Code: RMSM 4301

1. **Introduction to retailing:** retailing framework, importance of developing retail strategy, retail environment, value and value chain, retailer relationship, building relationship between goods and services - case study **[2 hours]**

2. **Retail Institutions:** retail institutions by ownership, retail institutions by store-based strategy mix, non-store-based retailing, web retailing, present day non-traditional methods in retailing

[2 hours]

3. **Identifying & understanding consumer and information gathering & processing in retailing:** consumer demographics & life-style, consumer characteristics, needs and desires, shopping attitudes and behaviour, information flow in retail distribution, retail information system, marketing research and its use in retailing, retail consumer's insights and retailer's actions, building customer loyalty

[2 hours]

4. **Setting & managing retail business:** site selection, trading area analysis, setting up retail store, setting up retail organization, organization pattern in retailing, HRM in retailing, retail business -- asset management, budgeting, resource allocation, operations management

[3 hours]

5. **Merchandise planning & implementation:** merchandising philosophy, devising and implementing a merchandising plan, category management, private labels, visual merchandising, maintaining retail image

[4 hours]

6. **Logistics & inventory management:** logistic planning, logistic strategy, facilities planning, inventory management, transportation

[4 hours]

7. **Supply chain management (SCM) in retail:** relationship between supply chain and logistics, bullwhip effect, information flow in SCM, supply chain risk management, SCM models, key performance indicators

[3 hours]

8. **Logistics functions:** order processing, warehousing, inventory, JIT, outsourcing, 3PL, RORO, LOLO, inter-modal transport, freight forwarders

[4 hours]

9. **Global retailing & international logistics:** opportunities and threats in global retailing, factors affecting success in global retailing, international logistics, e-marketplaces--online auctions & exchange, managing logistics in future

[4 hours]

10. **Strategic planning in retailing:** objectives, franchising in retail, rural retailing, pricing strategy, promotional strategy, situation analysis, specific activities, ethical retailing, control, feedback

[2 hours]

Suggested Readings:

1. Berman, Barry and Evans, *Retail Management*, Prentice Hall
2. Cooper, *Strategy Planning in Logistics and Transportation*, Kogan Page
3. Cox, Roger and Brittain, *Retail Management*, Prentice Hall

SALES AND DISTRIBUTION MANAGEMENT

Paper Code: SDMM 4301

1. **Sales Management:** introduction, evolution, fundamentals; buyer-seller dyad; setting sales objective [6 hours]
2. **Sales organisation:** principles, design, organisation; sales process automation [5 hours]
3. **Selling Process:** prospecting, preparation, presentation, handling objection [6 hours]
4. **Sales Planning:** sales forecasting; territory allocation; sales quota ; sales budget [12 hours]
5. **Sales Force Management:** recruitment and Selection; training; motivation; sales force compensation; evaluation of sales force [10 hours]
6. **Marketing Channels:** distribution environment; role and functions of intermediaries [6 hours]

Suggested Readings:

1. Stanton and Spiro, *Management of Sales Force*, McGraw Hill
2. Still, Cundiff and Govoni, *Sales Management*, Prentice Hall India
3. Panda and Sachdev, *Sales and Distribution Management*, Oxford

STRATEGIC PRODUCT & BRAND MANAGEMENT

Paper Code: SPBM 4301

1. **Product planning and management:** concept and levels of product; product line and product mix decisions; product life cycle and implications of marketing strategy [8 hours]

2. **New product development:** Idea generation and screening; concept development and testing; business analysis; product testing; test marketing and product launching
[6 hours]
3. **Branding strategy:** Importance of branding; branding terminology; basic branding concepts--brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; product vs. corporate branding
[10 hours]
4. **Major branding decisions:** selecting a brand name; brand extension decision; family vs. individual brand names; multiple branding; private branding vs. national branding
[6 hours]
5. **Brand positioning and re-launch:** brand building and communication [9 hours]
6. **Branding in specific sectors:** customer, industrial, retail; service brands; e-branding; branding for international marketing
[2 hours]
7. **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
[2 hours]
8. **Case studies** [2 hours]

Suggested Readings:

1. Aaker, *Managing Brand Equity*, Free Press
2. Chaturvedi, *New Product Development*, Wheeler Publications
3. Kapgerer, *Strategic Brand Management*, Kogan Page
4. Sengupto, *Brand Positioning, Strategies for Competitive advantage*, Tata McGraw-Hill Publishing Co. Ltd.

SEMESTER IV

RURAL AND AGRICULTURAL MARKETING

Paper Code: RAMM 4401

1. **Rural marketing:** nature, characteristics and potential of rural markets in India; Indian rural markets--opportunities and trends; socio-cultural, economic and other environmental factors affecting rural marketing **[6 hours]**
2. **Marketing of products and commodities in rural market:** planning, pricing, promotion and management of distribution channels for marketing of products in rural areas; media planning and organizing personal selling in rural markets **[8 hours]**
3. **Agricultural marketing and economic development:** importance, growth and role of agricultural marketing **[6 hours]**
4. **Marketing of agricultural inputs:** marketing of fertilizers, pesticides, seeds, tractors and other agricultural implements in rural India **[5 hours]**
5. **Projection of demand and supply of farm products:** estimation of current and future demand of farm products; estimation of production, marketable and marketed surplus **[8 hours]**
6. **Packaging and packing of agri-products:** types of materials used for packaging; advantages and disadvantages of different packing materials **[8 hours]**
7. **Grading and standardization:** meaning, purpose and advantages of grading; inspection for agro-products; quality control of agro-products, grade standard criteria **[4 hours]**

Suggested Readings:

1. Ministry of Agriculture, Government of India, *Annual Reports and Survey Reports*
2. Gopaldaswamy, *Rural Marketing*, Wheeler Publishers
3. Nayyar and Ramaswamy, *Globalization and Agricultural Marketing*, Rawat Publications
4. Rajagopal, *Managing Rural Business*, Wheeler Publishers
5. Rajagopal, *Organising Rural Business*, Sage Publishers

INTERNATIONAL MARKETING

Paper Code: INMM 4401

1. **Introduction to international marketing:** nature, significance, complexities in international marketing; transition from domestic to transnational marketing; international market orientation – EPRG framework
[4 hours]
2. **International marketing environment:** internal environment, external environment, geographic/demographic/economic/political/socio-cultural/legal environment, impact of environment on international marketing decisions, tariff and non-tariff barriers
[6 hours]
3. **Foreign market selection:** global market segmentation; selection of foreign markets; international positioning; international market entry strategy--exporting, licensing, franchising, joint ventures, co-operative piggy-backing, management contract, turnkey operations, strategic alliance, contract manufacturing, etc.
[6 hours]
4. **Product decision:** product planning for global markets, standardization vs. product adaptation, new product development, management of international brands; packaging and labeling; provision of sales-related service
[6 hours]
5. **Pricing decision:** environmental influences on pricing decisions; international pricing policies and strategies, dumping and its various forms of dumping, INCOTERMS
[4 hours]
6. **Promotion decision:** complexities and issues; international advertising; personal selling, sales promotion and public relations, participating in international trade fairs & exhibitions
[6 hours]
7. **Distribution channel and logistics:** functions and types of channels; channel selection decision, selection of foreign distributors / agents and managing relations with them; international logistics decisions
[4 hours]
8. **International marketing planning, organization and control:** issues in international marketing planning; international marketing information system; organizing and controlling; international marketing operations
[4 hours]
9. **Emerging issues and developments in international marketing:** ethical and social issues; international marketing of services; information technology and international marketing; impact of globalization; WTO
[5 hours]

Suggested Readings

1. Joshi, *International Marketing*, Oxford
2. Czinkota, *International Marketing*, Dryden Press
3. Keegan, *Global Marketing*, Prentice Hall

4. Fayerweather, *International Marketing*, Prentice Hall
5. Paliwoda, *The Essence of International Marketing*, Prentice Hall
6. Hodgets and Luthans, *International Management*, McGraw Hill
7. Saravenavel, *International Marketing*, Himalaya Publishing

SOCIAL MARKETING AND MARKETING OF SERVICES

Paper Code: SMSM 4401

SOCIAL MARKETING

1. **Social marketing:** definition, understanding, relevance, evolution; emerging social issues –the Indian scenario; 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 **[8 hours]**

2. **Social marketing:** behaviour change, attitude formation, adoption process; diffusion of social products; influence groups and their mobilization; social marketing campaigns--stages and effectiveness; Influence of social changes on the Indian business environment and organizations – opportunities and threats; case studies **[8 hours]**

MARKETING OF SERVICES

1. **Service:** definition, understanding, nature, characteristics, importance, growth; difference between service and good, service mix, levels, types, differentiation; service marketing triangle **[5 hours]**

2. **Service marketing:** environment--macro and micro environment; customer--role and level of participation in service; customer mix; service consumer behaviour and model for understanding; service quality; service standardization; technology in service-- role and impact, self-service technology **[6 hours]**

3. **Market segmentation and selection:** service marketing segmentation--targeting and positioning **[4 hours]**

4. **Service marketing mix:** need for expanding marketing mix; additional three Ps in service marketing--people, process, physical evidence; service offer--pricing, promotion and distribution of service **[4 hours]**

5. **Management of demand for and supply of service:** product support and post-sales service; managing competitive differentiation, service quality and productivity in service industry; well managed service –case study **[6 hours]**

6. **Service marketing application:** marketing of financial, medicare, educare, hospitality services; international marketing of services and WTO and GATS **[4 hours]**

Suggested Readings

1. Christopher, *Service Marketing*, Prentice Hall
2. Shankar, *Service Marketing – The Indian Experience*, South Asia Publishers
3. Payne, *The Essence of Service Marketing*, Prentice Hall
4. Rampal and Gupta, *Service Marketing*, Galgotia Publishing
5. Jha, *Social Marketing*, Himalaya Publishing House