

# **JAMSHEDPUR WOMEN'S COLLEGE**

(A CONSTITUENT AUTONOMOUS COLLEGE OF KOLHAN  
UNIVERSITY, CHAIBASA)

COLLEGE WITH POTENTIAL FOR EXCELLENCE BY UGC,  
NEW DELHI, JAMSHEDPUR-831001

"A GRADE COLLEGE BY NAAC

**DEPARTMENT  
OF  
COMMERCE  
(M.COM)**



# **SYLLABUS**

**FACULTY OF COMMERCE  
MASTER OF COMMERCE {M.COM.}  
(Semester I to IV)**

**EFFECTIVE FROM ACADEMIC YEAR  
2011-2012**

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## MASTER OF COMMERCE (M. Com.) DEGREE

(Autonomous Under – Ranchi University)

(Criteria for Admision and Examination Scheme)

### Course Objective: -

1. To create highly diligent, committed & conscious postgraduates who are ready to set themselves free from socio - economic, religious, caste and gender prejudices and contribute positively towards socio- economic development of the neighbourhood, locality, region and nation.
2. To provide high quality education to those who pursue a professional career and to enrich ones who are desirous of imparting education up to postgraduate level.

### General Rules :-

1. Every candidate seeking admission in the M.Com Course must have passed the B.Com (Hons.) examination with 50% marks or B.Com (Pass) with 60% marks or an examination recognized as equivalent thereto and possess such other qualifications including entrance test as may be prescribed by the Admission Advisory Committee for M.Com of the Faculty of Commerce from time to time.
2. The instruction and routine in the M.Com course shall be under the direction of the Dean, Faculty of Commerce and the Head, Department of Commerce. Each student shall remain under the control of the Dean Faculty of Commerce.
3. English and Hindi shall be the medium of instruction and examination.
4. There shall be an examination at the end of each Semester which will be called Semester examination.

SEMESTER	DURATION	TOTAL MARKS	EXAM MONTH
I	July – December	600	December
II	January – June	600	June
III	July – December	600	December
IV	January – June	600	June
		2400	

20% of marks in each paper is to be reserved for class assignment/ Internal assessment/Group Discussion and class seminars, the designs of which are to be decided by departments in the departmental meetings.

5. Attendance at Lectures will be compulsory. Attendance at tutorials /Seminars/Group Discussion/Internal assessment examination etc. as arranged by the Department of Commerce shall be compulsory. If any student fails to attend any internal assessment examination and seminars he /she will be marked as absent and no marks will be recorded.
6. a) In order to qualify for the degree of M.Com a candidate must have secured at least 45% marks in each paper of all the semester.  
b) No candidate shall be permitted to proceed to the third semester unless he has secured at least 45% marks in all the papers of semester I & II examination.  
c) A candidate must qualify for the award of the degree within four years of his first admission to the course.  
d) There shall be no supplementary examination for unsuccessful candidate or candidate failing to appear in the semester and examination due to any reason.  
e) A candidate who appears or fails to appear in certain paper of Semester I examination may be allowed to appear or re-appear along with Semester III examination.

7. At the end of Semester IV the successful candidates shall be classified as follows:-

First Division-60% or more marks in the aggregate of all examinations.

Second Division - 45% or more marks but less than 60% in the aggregate of all examinations.

**COURSE OF READING FOR MASTER OF  
COMMERCE (M.Com)**

Full Marks - 100

**SEMESTER – I**

- CODE: - :- 1- 1.C- Organization Theory & Behaviour.  
" :- 1- 2.C- Business Environment.  
" :- 1- 3.C- Corporate Accounting.  
" :- 1- 4.C- Statistical Analysis.  
" :- 1- 5.C- Business Communication  
" :- 1- 6.C- Computer Application in Business

**SEMESTER – II**

- CODE :- 2- 7.C- International Business.  
" :- 2- 8.C- Managerial Economics  
" :- 2- 9.C- Accounting for Managerial Decision  
" :- 2- 10.C- Financial Management & Policy.  
" :- 2- 11.C- Research Methodology.  
" :- 2- 12.C- Project

**SEMESTER – III**

- CODE :- 3- 13.C- Advance Statistical Analysis.  
" :- 3- 14.C- Marketing Management.  
" :- 3- 15.C- Human Resource Management.  
" :- 3- 16.C- Strategic Management.  
" :- 3- 17.C- Entrepreneurship.  
" :- 3- 18.C- Corporate Tax Planning & Management.

**SEMESTER – IV**

Each student shall be required to choose any one group from the following groups:-

**I. GROUP :- 'A'- FINANCE**

- CODE :- 4-E.A.19.C- Financial Markets & Institutions.  
" :- 4-E.A.20.C- Security Analysis & Portfolio Management.  
" :- 4-E.A.21.C- Project Management & Financial Services.  
" :- 4-E.A.22.C- International Financial Management.

**OR**

**II GROUP 'B' – Human Resource Management.**

- CODE :- 4-E.B.19.C- Industrial Relation.  
" :- 4-E.B.20.C- Human Resource Development.  
" :- 4-E.B.21.C- Labour legislation.  
" :- 4-E.B.22.C- Human Resource planning .

**OR**

**III GROUP :- 'C'- MARKETING**

- CODE :- 4-E.C.19.C- Advertising and Sales Management.  
" :- 4-E.C.20.C- Marketing Research  
" :- 4-E.C.21.C- International Marketing  
" :- 4-E.C.22.C- Consumer Behaviour

- COMPULSORY :** 4 EC-23C – Indian Industries.  
4 EC -24C – Project & Presentation.

## SEMESTER – I (July to December)

### Sub. Code 1-1 C Organization Theory & Behaviour ORGANISATIONAL BEHAVIOUR

**UNIT-I ORGANISATIONAL BEHAVIOUR** OB Concept, Determinant, Model, Challenges and Opportunities, Characteristics, Significance, Nature & Scope, Discipline Contributing to OB. Forms/Types of Organisation.

OB Theories – Classical, Neo-Classical, Contemporary.

(11)

**UNIT-II INDIVIDUAL BEHAVIOUR-** Concepts of Value, Attitude, Personality and Emotions.

**GROUP DYNAMICS-** Concept classifications, Group decision making, Theories of Group Formation – Exchange theory, Balance theory, Proximity theory.

Technique – Delphi technique, Nominal, Group Technique.

(13)

**UNIT-III MOTIVATION-** Concept Characteristic / nature/ elements, motivational. Theories – Maslow's Need Hierarchy theory, McGregor's theory X and Y, Herzberg's Motivation – Hygiene theory, factor affecting Motivation (Monetary & Non-monetary incentives) Techniques or Tools of Motivation.

(13)

**UNIT-IV LEADERSHIP-** Concept theory- Style of Leadership, Models of leadership – a) Fiedler's Contingency model b) Managerial Grid. Concept of conflict & level of conflict.

(7)

**UNIT-V ORGANISATIONAL CULTURE -** Concept & determinant of Organisational Culture.

(3)

**UNIT-VI ORGANISATIONAL DEVELOPMENT –**  
Concept Intervention or Techniques.

(3)

### Suggested Readings:-

1. R.C. Agarwal: Management Concept and Organisational Behaviour, SBPD Publication.
2. L. M. Prasad : Organisational Behaviour, S. Chand Publication.
3. Gaurav Sankalp : Organisational Behaviour, Sahitya Bhavan Publication.
4. Dr. P. K. Shaha & Dr. B. D. Tater: Management Concept and Organisational Behaviour, Sahitya Bhavan Publication
5. Robbins S.P. Organizational Behaviour (9th Edition) Prentice Hall of India, New Delhi (2000)
6. Latham, Fred, Organizational Behaviour, M.C. Graw Hill New York. 1989.
7. Hersey P and Blanchard K.H. Management of Organizations Behaviour, Prentice Hall of India, New Delhi.
8. Davis K and Snowstorm, Organizational Behaviour MC Graw Hill New York, 1993.
9. Motchell, T.R People in organization: An introduction to Organizational Behaviour, McGraw Hill New York, 1993.
10. S. S. Khanna - Organisation Behaviour

### SUB. CODE 1-2 C BUSINESS ENVIRONMENT

**UNIT-I** Introduction Meaning & definition, importance of study, Environmental factors, Market Opportunities. (06)

**UNIT-I** Planning in India, objectives of Planning in India, Five years Plans- Achievements and failures. (08)

**UNIT-II** Unemployment and Inflation, Impact of Unemployment on IS curve Theories of Unemployment, types Causes and cost of Unemployment, Unemployment and Inflation policy. (08)

**UNIT-III** India's Monetary and Fiscal policy & Economic trends –

India's Monetary policy, Fiscal Policy of India, Industries policy, Role of Industries in Economic development, Trade policy, Balance of payment. (08)

**UNIT-IV** Foreign Investment & Multinational Corporation – Need for foreign Investment, Average implication of foreign investment, determinants of foreign investment, MNC – meaning, objectives, Harmful Impact of MNC's on Indian Economy. (12)

**UNIT-V** World Trade Organisation – Meaning as Agreement, function – Principle of Trading, Provisions for Developing Companies. (08)

**Suggesting Readings:-**

1. V. C. Sinha- Business Environment, SBPD Publication.
2. Dr. Swabera Islam & Dr. Evakorlang Khakongor – Business Management, Taxmann's.
3. Shaikh Saleem – Business Environment. Pearson Education.
4. Kener Peter B – The International Economy. Prentice Hall of India New Delhi.
5. Joshi V. and Little I.M.D. India – Macroeconomics and Political Economy- Oxford.
6. Froyer Richard T. Macro Economics, Pearson Education Asia.
7. R.B.I. Report on currency & Finance.
8. Gupta Suraj B. Monetary Planning for India, Oxford University Press- Delhi.

**SUB. CODE 1-3C  
CORPORATE ACCOUNTING**

1. Final Accounts of Companies – Schedule VI, Part I (Sec 211) (06)
2. Amalgamation (As – 14) – Object. Types, Distraction between the Pooling of interest methods and the Purchase method. (08)
3. Reconstruction – Internal Reduction (Capital Reduction) – objectives, forms of capital Reduction, Internal Reconstruction Vs External Reconstruction. (08)
4. Valuation of Goodwill and Shares. (08)
5. Holding Company Accounts (Preparation of Consolidated Balance sheet). (10)
6. Stock Exchange Transactions (Including Account of Brokers), Social Accounting – Meaning & Objects, needs of social Accounting various approaches, major area of social accounting, Human Resources Accounting – Meaning, need and objectives. Advantages methods (approaches) of Human Resources Accounting. Benefits, Problems and Objectives of H.R.A. (10)

**Suggested Readings :**

1. S.N. Maheshwari – Financial Accounting, Vikas Publication, New Delhi.
2. R.L. Gupta – Principle & Practice of Accountancy Sultan Chand and Sons, New.
3. J.R. Monga – Financial Accounting.
4. P.C. Tulsian – Financial Accounting, Tata Mc. Graw Hill, New Delhi.
5. S.P. Jain and K.L. Narang – Advanced Accounting, Kalyani Publishers, New Delhi.
6. Ashok Sehgal and Deepak Sehgal – Fundamentals of Financial Accounting, Taxman, New Delhi

7. S.M. Shukla – Financial Account, Sahitya Bhawan, Agra.
8. Mukherjee & Hanif – Financial Accounting, TMH Publication.

**SUB. CODE 1-4C  
STATISTICAL ANALYSIS**

1. Univariate Analysis; An overview of central tendency. (05)
2. Measures of Dispersion, Skewness and Kurtosis(Concept). (15)
3. Probability Theory; classical ,relative and subjective probability; Addition and multiplication probability models; conditional probability and Bay's theorem (13)
4. Probability Distributions; Binomial, Poission and normal distributions; their characteristics and applications. (12)
5. Sampling and Data Collections; Sampling and sampling (probability and non probability) methods; sampling and non-sampling errors; Law of large number and Central Limit Theorem; Sampling distributions and their characteristics. (08)
6. Data Sources; Primary and Secondary; Primary data collection techniques schedule, questionnaire and interview. (07)

**Suggested Readings :-**

1. Hooda R. P. Statistics for Business and Economics- McMillan New Delhi.
2. Heinz Kohler –Statistics for Business and Economics Harper Collins New York.
3. Hien L.W.- Questionnaire Approach to Managerial Decisions, Prentice Hall New Jercy
4. Lawrence B. Morse – Statistics for Business and Economics- Harper Collins New York

5. Levin Richard 1 and David S. Rubin – Statistics for Management- Prentice Hall New Delhi
6. B.N.Gupta statistical Analysis, Sahitya Bhavan.
7. S.M.Shukla and S.P.Sahai Statistical Analysis.

**Sub : Code 1-5C  
BUSINESS COMMUNICATION**

1. Communication – Meaning, Objective, Function, basic forms of Communication. (07)
2. Interpersonal Communication – Transaction analysis, Communication models – Lass well's model, Berlo's model, Aristotle model, Garber's model, Process of Communication. (08)
3. Communication Barrier, developing effective listening, Interview ing skills, effective comminication - meaning, significance and elements. (07)
4. Report writing, good and bad news letter, Persuasive letter – sales letter and collection letter. (08)
5. Meeting and Oral Presentation, Modern forms of Communication. (10)
6. Self development - concept, objectives, improvement.

**Suggested Books :**

1. Sanjay Gupta – Business Communication, SBPD Publication.
2. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organisational Communication – The Key stone of Managerial Effectiveness.
3. McGrath, Basic Managerial Skills for AI, 5th ed., Prentice Hall of India.

4. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers, Mumbai.
5. Meenakshi Raman – Business Communication, Oxford University Press.
6. Bovee, Thill and Schatzman : Business Communication Today : Pearson Education.
7. Biswajit Das : Business Communication personality Development, Excel Publications.
8. Parag Diwan : Business Communication, Excel Publications.
9. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.
10. Dalmar Fisher, Communication in Organizations, A Jaico Book.
11. Scot Ober, Contemporary Business Communication, Wiley India, New Delhi.

**SUB : CODE 1-6 C**  
**COMPUTER APPLICATION IN BUSINESS :**

1. Computer Hardware: Computer system, Computer system as information processing system; Applications of computer System, Classification of computer, Essential Elements of Computer, Architecture of a Computer System - hardware options CPU, input devices, output devices, storage devices, communication devices, etc., Impact of Computer System. [12]
2. Personal Computers: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office. [08]

3. Modern Information Technology: Types of Network Topology, Types of Network - Basic Concept of Local Area Network (LAN) and Wide Area Network (WAN); Internet Services - e-MAIL; Internet features, access device, concept of World Wide Web (www) and internet browsing; Multimedia. [08]
4. Computer Software: Software needs, Computer Software - Operating System, Application Software, Programming Languages; Function of OS and AS. [06]
5. Windows- Start up and Shut down, File Folder Management, Task Bar- Start Menu: find, run, win zip, norton anti-virus; Window Explorer - scan disk, print manager, paint brush, calculator; Introduction to MS Office. [08]
6. Word processing: Start up, Word Basic – menu bar, tool bar, ruler, status bar, text area, scroll bar; Document – creating, saving, reopening, printing and closing; Formatting commands - text and document; sorting and tables; working with graphics; introduction to mail-merge. [15]

**Suggested Readings :-**

1. Ravindra Sharma - Computer Fundamental and Introduction of IBM PC, Ramesh Book Depot (H).
2. A. K. Gupta - Computer at a Glance, Shree Publication.
3. D. P. Chiraniya & Khendella - Elementary Computer Science, Ramesh Book Depot.
4. Shushila Madan - Students' Guide to Information technology, Taxman.
5. P. Mohan - Fundamentals of Computer, HPH
6. Computer Application in Management, Usha Dahiya & Sapna Nagpal
7. Computer Application in Business, Sudalaimuthu & Raj
8. Computer Fundamentals, D. P. Nagpal
9. Computer Applications, Gautam Roy
10. Vishnu Priya Singh & Minakshi Singh - Computer Hardware Course, Asian Publishing (H).



11. Ravindra Sharma - Operating System & Business Data Processing, Ramesh Book Depot (H).
12. Patanjali Gupta - Learning Microsoft Word XP, Asian Publisher (Computer Pub. Ltd.) (H).
13. Commdex - Computer Learning.

**SEMESTER II (JANUARY TO JUNE)**  
**SUB. CODE 2-7C**  
**INTERNATIONAL BUSINESS**

1. International Business – Its Importance, nature and scope. Models of entry into international business. (08)
2. Theoretical Foundations of International Trade - Theories of International Trade - Smith's and Ricardo's Classical theory and Heckscher - online Modern Theory. Gain from Trade - Meaning, measurement - The classical Methods :- Ricardo's Approach and Malthus view. Factors determining Gain from Trade Terms of Trade - Commodity or net barter, gross barter and income Terms of Trade. (10)
3. Instrument of Commercial Policy – Tariffs- Types and Effects of Tariffs under partial Equilibrium, Merits and demerits. Quotas - Meaning, types, objects and effects of Quotas under partial equilibrium, Merits, demerits and difference between Tariffs and Quotas. (10)
4. Free Trade Vs. Protection - Meaning, arguments for and against Free Trade and Protection. International economic Integration :- Meaning, Types, Benefits, Customs Union Introduction, Advantage disadvantage. Economic Integration among Developing Countries - Benefits, Problems, Measures to encourage. (10)
5. Balance of Payment - Meaning, components, Adverse in Balance of Payment - causes, Measures to Correct Adverse Balance of Payment. Foreign exchange Rate - Meaning Determination of

Equilibrium Exchange Rate, Purchasing Power parity theory, balance of Payment theory. Foreign Trade multiplier - Working, Criticisms and Application of foreign Trade Multiplier . (12)

6. International Economic Institution and Agreement – WTO, IMF, World Bank, UNCTAD. Meaning Functions objectives and Achievement. (for all of them) (07)

**Suggested Readings:-**

1. Dr. M. L. Jhingan – International Economics, Vrinda Publications (P) Ltd.
2. B. C. Sinha; International Trade and Finance, Mayur Paper Box.
3. Hill Charles, W.L. International Business –MC Graw Hill Company, New York-2000
4. Salvalose Domiring, International Economics, Jhon Wiby and Sons, NewYork.
5. Bennet Roger, International Business, financial times, Pitman Publishing Landon.
6. Tung Rosalie L. (Ed) the IEBM Handbook of international Business. International Thomson Business Press London.
7. Hazarl, R. Bharat, Micro Economics Foundations of international Trade, Croom Helrn London & Sydney.
8. Francis Cherunilam; International Business, PHI Learning Private Limited.

**SUB. CODE 2-8C**  
**MANAGERIAL ECONOMICS**  
**M. Com. Semester - (II)**  
**Managerial Economics**

1. **Fundamental of Managerial Economics** – Meaning, Nature, Chief Characteristics, Functions, Uses of M.E. in business decisions. Application of Principal of Economics in Managerial Economics, Managerial Economics & it Relatin with other subjects. Difference

between Managerial Economics and Traditional Economics. Decision making under Risk and Uncertainty (Numerical Problems) (12)

**2. Firm & its Objectives** – Profit Maximization Model, Baumol's Sales Revenue Maximization Model, Simon's model of Behaviour, Prof. Scitovsky's Satisfaction Maximization theory. (08)

**3. Cost and Production its Function** : Classical theory of cost and Modern theory of cost- long run and short run, Prod. Cobb Douglas function Laws of Optimum input combination Expenditure path. CES. (08)

**4. Price & Output relationship under different market structure**– Bi-lateral monopoly, Social cost of monopoly (including numerical problem), Regulatory Aspect of monopolies ; Drawbacks of Monopolies and limited company, Public Policy towards monopoly company. (08)

**5. Pricing Practices & Factor Pricing** – Economics of advertisement. Optimal level of advertising long run equilibrium of firm with advertising expenditure, element of factor pricing, pricing of multiple product. (10)

**6. Demand & sales Forecasting** – Meaning & Definitions, Importance of D.F. & S.F., Essentials of a good forecasting system, Short run + long run forecasting, objectives / need factors, Methods / techniques of D.F, S.F, Practical Problems. (10)

#### **Suggested Readings:-**

1. V. C. Sinha; Managerial Economics, SBPD Publication.
2. Dr. H. L. Ahuja, Managerial Economics ; S. Chand Publication.
3. Dr. M. L. Sharma & Dr. B. K. Kejriwal; Managerial Economics ; SBPD Publication.
4. Koutsiyannis, A Modern Economics- Macmillan Press Ltd.(1998 Reprint)
5. Mehta, P.L. Managerial Economics Analysis Problems and cases. Sultan Chand New Delhi(current Ed.)

6. Dwivedi, D.N. Managerial Economics, Vikas Publishing Pvt. Ltd, New Delhi
7. Seth, A.K. Managerial Economics, Theory Analysis and cases. Galgotia Publishes Co, 200.
8. Perloff J.M. Micro Economics, Pearson Education 2000
9. Sen, Anindya. Micro-Economics, Theory and Application Oxford Publication New Delhi 1999.
10. Milgrom P and Roberts J. Economics organization and Management. Prentice Hall.
11. D. M. Mithani - Managerial Economics.

#### **Sub. Code 2-9C**

#### **Accounting for Management Decision**

1. Introduction- management accounting as an area of accounting, objective, nature and scope of accounting for management. Difference between financial accounting and management accounting and cost accounting. management accountant's position, role and responsibility. (10)
2. Marginal costing – concept of marginal cost marginal costing and absorption costing. Marginal costing versus direct costing. (06)
3. Cost-volume profit analysis; break- even analysis, assumption and practical application of break-even analysis.. standard costing and analysis of variance-the concept of standard costing, advantages and limitation of standard costing, variance analysis, its concept and usefulness, kinds of variance-computation of material, labour and overhead. (08)
4. Uses of marginal costing in managerial decisions. Decision regarding sales-mix, make-or-buy, add/drop of a product line, Acceptance of an offer, operate/shutdown and pricing decision. (12)
5. Budgeting; meaning, objectives, usefulness and limitations of budgeting, steps in budgeting, classification of business budgets, preparation of functional budgets and master budget. (12)

### **Suggested Readings:-**

1. Dr. B.P. Agarwal and B.K. Mehta – Accounting for Managerial Decision : Sahitya Bhawan, Agra.
2. Lal Jawahar, Advanced Management Accounting Text and cases S. Chand & Company New Delhi 2003.
3. M.Y. Khan and P.K.Jain- Management Accounting Tats MCGraw Hill Publishing Company New Delhi.
4. Atkinson Anthony A, Rajev D. Banker, Robert Kaplan and S. Mark young. Management Accounting prentice Hall 2001.
5. Williamson Duncan, Cost and Management Accounting, Prentice Hall-1999.
6. Durny Colin, Management and Cost Accounting Thomson Learning 2001.

### **Sub. Code 2-10C Financial Management and Policy**

1. Financial Management : Meaning, Definition, objectives – profit maximization, wealth maximization, function of financial management Scope of finance function, status of finance Controller. [06]
2. Capital Budgeting : Meaning, definition, objects, importance of capital budgeting, types of capital expenditure. Methods – pay back period, Average rate of return, Net Present value (NPV) and Internal rate of return (IRR ) [10]
3. Time value of Money and Risk & Return : Introduction, Concept, Compounding techniques, non annual compounding, Effective rate of interest, Discounting technique technique, present value of future sum, Annuity. Risk & Return – Concept, source, types measurement of risk. [10]

4. Capital Structure : Meaning, Definition, Factors influencing capital structure, optimal or sound capital structure, theories of capital structure. Net Income (NI) theory and Net Income Theory (NOI)
5. Dividend Policy and corporate Re- structuring : Dividend policy- Meaning, features, factors affecting dividend Policy, types models – Walter's model, Gordon model and Modigliani & miller model. Corporate re – structuring- Meaning ,types, benefits, disadvantage and financial problems of mergers. (12)
6. Leverage Analysis: Meaning, characteristics and significance of operating leverage. Types – operating leverage, financial leverage and combined leverage. EBIT – EPS analysis. [12]
7. Management of Receivables : meaning, characteristics, factors affecting investment in Receivables, Scope of Receivables Management, formulation of credit policy, credit evaluation, credit control. [10]

### **Suggested Readings:-**

1. Mehta, Mehta and Banerjee – Financial Management – SBPD Publishing House, Agra.
2. Pandey I. M. – Financial Management Vikas 2000
3. Khan and Jain-Financial Management Tata Mcgraw Hill New Delhi
4. Prasanna Chanda – Financial Management Theory & Practice, Tata Mc Graw Hill Publishing Company.
5. Damodaran A. Corporate Finance – Theory and Practice Than wiby and Sons 2000
6. Rustogi R.P. Financial Management 1999 Galagotia Publishing Company New Delhi.
7. Ross S. A. R.W. Werterfield and J. Jeff, Corporate Financial, Mc graw Hill - 2001

**Sub. : Code 2 – 11C :  
RESEARCH METHODOLOGY**

- Unit :- I -** Research Methodology : Introduction, Characteristic, Significance, objectives, Importance, Types, Research Process.
- Unit :- II-** Research Design : Research Problem - Concept, Sampling Design : Meaning, Steps, Types Methods, Sampling Error, Standard error, Sampling Distribution.
- Unit :- III -** Data Research – Method of Data Collection, Processing & analysis of Data - Editing, Coding, Classification & Tabulation.
- Unit :- IV-** Hypothesis Testing : Parametric Test - Z test, T test Non Parametric - Chi square Test.
- Unit :- V -** Research Report : Meaning, Characteristic Steps, types, Analysis.
- Unit :- VI-** Computer & Research : Role of Computer, SPSS - Meaning, Basic operation, Application and Uses.

**Suggested Books :**

1. Dr. R.N. Trivedi & Dr. D.P. Shukla – College Book Depo, Jaipur. Research Methodology Methods & Techniques – By C.R. Kothari
2. Tests, Measurement and Research Methods in Behavioural Science (Bharti Bhawan) – By A.K. Singh
3. Dr. Prasant Sarangi – Taxmann's
4. Dr. Vijay Upagade, Dr. Arvind Shende, Research Methodology.
5. Dr. R. N. Trivedi & Dr. D. P. Shukla Research Methodology.
6. Dr. B. IL. Farhia, Research Methodology.
7. Dr. Priti R. Majhi, Dr. Prafull K. Khatua, Research Methodology.

**Sub. : Code 2-12C Project  
Project Report+Viva= Full Marks - 100**

**MASTER OF COMMERCE (M.COM)  
SYLLABUS  
(THIRD & FOURTH SEMESTER)**

SEMESTER III ( JUNE TO DECEMBER)

SEMESTER IV ( JANUARY TO JUNE)

**Sub Code:- 3-13.C  
Advance Statistical Analysis**

1. Statistical Estimation and Testing; Point and interval Estimation of Population mean, proportion and variance. (06)
2. Statistical Testing – hypothesis and errors; sample size; Large and small sampling tests-Z tests, and T test. (12)
3. 2. Correlation and Analysis; Karl Pearson's Co-efficient of Co-relation- Rank Method of co-relation, con-current deviation method (12)
4. 3. Index Numbers ; Fixed base , chain base, Fishers ideal index number, weighted aggregative indices –Laspayere's and Pasch's indices , indices of weighted average of (price quantity) relatives (12)
5. Decision Theory : under uncertainty (i) without probability(ii) with probability (08)

**Suggested Books :**

1. Hooda R. P. Statistics for Business and Economics- McMillan New Delhi.

2. Heinz Kohler –Statistics for Business and Economics Harper Collins New York
3. Hien L.W.- Questionnaire Approach to Managerial Decisions, Prentice Hall New Jerco.
4. Lawrence B. Morse – Statistics for Business and Economics- Harper Collins New York.
5. Levin Richard 1 and David S. Rubin – Statistics for Management- Prentice Hall New Delhi.
6. B.N.Gupta statistical Analysis, Sahitya Bhavan.
7. S.M.Shukla and S.P.Sahai Statistical Analysis.

**Sub Code: - 3-14.C**  
**Marketing Management**

1. Introduction - Meaning, Definition, Nature, Scope, Evolution and Development, Function and Importance of Marketing. Evolution of marketing concept, modern concept of marketing. (08)
2. Marketing Environment- Meaning, Macro and Micro Components and their impact on Marketing Decisions. (08 )
3. Buyer Behaviour- Characteristics, Factors affecting Consumer Behaviour, Principles, Importance, Consumer Behaviour Models, Buying Behaviour of Indian Consumers. (10)
4. Marketing Segmentation – Meaning and Definitions, Objectives, Causes, Bases, Alternate Market strategies toward Market segmentation requirements for an effective Market segmentation, Importance. (10)
5. Product Decision- Product Concept and Classification, Major Product decisions, New Product development, product life cycle, Concept and appropriate strategies to be adopted at different stage. (07)

6. Pricing and Distribution Decision – Objective of Pricing factors affecting price of the product, procedure for selling price, Pricing policies and strategies. Channels of distribution, different types of distribution, middlemen and their functions, relating and wholesaling. (07)

**Suggested Readings:-**

1. R. C. Agarwal – Marketing Management (SBPD Publication)
2. P. K. Agarwal – Marketing Management (Pragati Prakasan)
3. Kotler Philip , Marketing Management Millennium 10th ed., Prentice Hall of India Pvt.Ltd, New Delhi.
4. Kotler Philip and Gary Armstrong, Principles of Marketing 9th Ed. Prentice Hall of India Pvt.Ltd, New Delhi, 2001.
5. Saxena, Rajan – Marketing Management Tata McGraw Hill Co, New Delhi.
6. Pawar J.S. Marketing, Sage Publication, New Delhi, 1997.
7. Howard Thomas and David Gardner (Ed), Strategic Marketing and Management, John Willey and sons.
8. R. S. N. Pillai, Bhagirathi, Marketing Mgt.

**Sub Code: - 3-15.C.**  
**Human Resource Management**

1. HRM : Meaning of HRM, Significance, Environmental Influence, Function of HRM, Mission, Objectives & Tactics (MOST) -Job Design, Job analysis (10)
2. Recruitment and Selection
  - Recruitment
  - Corporate mission, sources and techniques of recruitment
  - Selection, placement and Induction
  - Training and development (10)
3. Performance appraisal-Objective and appraisal process, Who will appraise ? Performance evaluation to Performance analysis and development. Methods of Performance appraisal. (08)

#### 4. Job Evaluation

- Methods
- Compensation Management, Incentive Scheme,
- Wages and Salary administration – Reward system
- Fringe benefits (10)

5. Human Resource Information System need process, significance, design. (06)

6. Diversity at work : managing diversity, causes of diversity, paradox of diversity, diversity with special reference to handicapped women and ageing. (06)

#### Suggested Readings: -

1. C. B. Mamoria,
2. L. M. Prasad
3. De Cenzo and Robins, Human Resource Management, Prentice Hall of India.
4. Chopra , Rakesh K, Management of Human Resources, V.K Publishing House , New Delhi.
5. Davar, R.S – Personnel Management and Industrial Relations, Vikas Publishing House, New Delhi.
6. Singh B.P. and Chabra T.N – Personnel Management & Industrial Relation, Dhanpat rai & Sons, Delhi.
7. Dwivedi R.S. – Managing Human Resource, Personnel Management, Galgotia Publishing Company, 2000.
8. Armstrong Michael , A Handbook of Human Resource Management, London, Kogan.
9. S. S. Khanna - Human Resource Management.

#### Sub. Code: - 3-16.C. Strategic Management

1. Introduction (08)  
Meaning and Definition of Strategy, Definition of Strategic management, Features and importance of Strategic Management, Strategic Management Process and its phases, Advantages and Disadvantages of strategic Management,

2. Defining Vision, mission, objectives and goals of a company. (04)

3. Strategic Analysis (10)  
Environment – Meaning and Definition, Characteristics, Component. Porter's five competitive forces, Porter's Value chain Analysis, SWOT analysis, ETOP technique used for analysis.

4. Strategic Formulation (8)  
Phases in Strategy formulation, Strategic of organization – Alternative strategic/ Stability ,generic strategic, growth strategy, Retrenchment strategic.

5. Strategy Implementation and Analysis; Strategy Implementation– meaning, McKinsey 7S framework, Measuring divisional performance (ROIM & RIM), Zero base budgeting, performance budgeting. Break even Analysis, (12)

6. Corporate Social Responsibility, Governance, Ethics meaning, types, advantages & disadvantages. (08)

#### Suggested Readings:-

1. Budhiraja S.B and M.B Athruja, Case in Strategic Management, T.M H Publishing Co., New Delhi.
2. Ghosh P.K. Business Policy, Strategic Planning and Management, Sultan Chand & Sons, New Delhi.
3. Miller A, Strategic Management, McGraw Hill, 1998.
4. Gluek William, F. Business Policy & Strategic Management 3rd Ed, McGraw Hill, U.S.A

5. Stahi Michael J and David W. Grisby, Strategic Management for Decision Making, P.W.S- Kent Publishing Company, Boston.
6. Hunger J. David and Thomas, Wheelar, Strategic Management 6th Ed, Addison Wesley Longman, U.S.A
7. Dr. Sontakki C.M – Strategic Management Text – Kalyani Publisher, New Delhi.

**Sub. Code : 3-17.C.  
ENTREPRENEURSHIP**

1. **INTRODUCTION** : Entrepreneur - Definition, nature, Characteristics, Qualities of a successful Entrepreneurs, Classification, Function, Importance, Women entrepreneur – Definition, Problems, Function, Remedies, growth. Entrepreneurship – Definition, Characteristics, Barrier, Theories. (10)
2. Entrepreneurship Development Programme and Economic Development.  
EDP – Definition objective, features, Significance, achievement, Phases, Problems, Suggestions, causes of slow development, Suggestion for improvements. (08)
3. Entrepreneurial Motivation, innovation, creativity and traits.  
Motivation – Definition, objects, Characteristics, need and importance, theories, financial and non-financial.  
Innovation – meaning, characteristics, types, sources, principle, schumpeter's theory, Peter F. Drucker's theory,  
Creativity – Meaning, Stages of creative Process  
Traits – Meaning (10)
4. Entrepreneurial opportunities and Environment Sensing of Entrepreneurial opportunities, Identification of entrepreneurial opportunities, objectives, factors affecting.  
  
Environment – Scanning, Environmental factor affecting entrepreneurship, limitation of environmental analysis. (08)

5. Project formation and Report – Meaning, need, elements, common error and details Product development process, Precaution, factor affecting Product selection.

Project Report – Meaning, objective, process involved in preparation of DPR, Different aspects.

Network Analysis – objective, technique, advantage, limitation, CPM and PERT (08)

6. Project Appraisal – Definition, Difference between Appraisal and evaluation of Project, objective, Methods. (06)

**Suggested Reading :**

1. Dr. B.K. Mehta & Anamika Mehta : Elements of Entrepreneurship Sahitya Bhawan, Agra.
2. Desai, Vasant : Entrepreneurial Development Vol. I (Himalaya Publications, New Delhi 2000)
3. Hisrich, R.D. & Peter, M.P. : Entrepreneurship (Tata Mc. Graw Hill, 2006)
4. Drucker, Peter : Innovation and Entrepreneurship (Heineman, 1996)
5. Kanungo, R. : Entrepreneurship and Innovation (Sage Publication, New Delhi, 1998)
6. McLlelland, D.C. Winter, D.G. : Motivating Economic Achievement (Free Press, New York, 1966)
7. Awasthi, D & Sebastian, J. : Evaluation of Entrepreneurship Progress Sage Publications, New Delhi, 1996
8. Westhead, P. and Wright, M. (Ed.) : Advances in Entrepreneurship Vol. III Elgar Reference Collection, Northampton, USA 2000
9. Vexper, Karl N. : New Venture Strategies (Prentice Hall of India, N. Delhi, 1993)
10. David, Hall : The Hall Marks for Successful Business (Excel Books, 1992)
11. Jain, G. Raj & Gupta, D (Ed.) : New Initiatives in Entrepreneurship Education and Training (EDII, Ahmedabad, 1996)
12. Mali, D.D. : Vision 2001 : Small Industry in North East (Indian Institute of Entrepreneurship Gowhati, 2000)

13. Sharma, R.A. : Entrepreneurial Change in Indian Industries (Sterling Publication, New Delhi, 1992).
14. Story, D. J. : Small Business : Critical Perspective on Business Management. (Routledge, London, 2000).
15. S. S. Khanka Entrepreneurship.

**Sub. Code : 3-18.C.**

**Corporate Tax Planning & Management**

1. Introduction of Tax Planning: Concept and objectives of tax planning. [05]
2. Tax avoidance and Tax evasions; Corporate taxation and dividend tax. [05]
3. Tax planning for New Business: Tax Planning with reference to location, nature and form of organization of new business, Special Economic Zone. [10]
4. Tax Planning and Financial Management Decisions: Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares. [10]
5. Tax Planning and Lease Decisions: Tax planning in respect of own or lease and sale of assets used for scientific research, make or buy decisions. [08]
6. Tax Planning and Managerial Decisions: Tax planning in respect of repair, replace, renewal or renovation and shutdown or continue decisions. [12]

**Suggested Readings :**

1. Ahuja G.K. and Ravi Gupta: Systematic Approach to Income Tax, Central Sales Tax; Bharat Law House, Delhi
2. Circular Letter by CBDT
3. Income Tax Act, 1961
4. Income Tax Rules, 1962
5. Lakhotia, R.N. : Corporate Tax Planning, Vision Pub. , Delhi
6. Singhanian, V.K.: Direct Taxes- Law and Practice, Taxman's Pub., Delhi
7. Singhanian, Vinod K.: Direct Tax Planning and Management, Taxman's Pub, Delhi

**SEMESTER IV ( January to June)**

**GROUP – A**

**Sub. Code: -4.E.A.19.C.**

**Financial Markets and Institutions**

1. Financial Market - Money market and Capital market- Definition, function and types; Role of SEBI. (10)
2. Financial Institution – IDBI, IFCI, SIDBI, ICICI, SFC, - Meaning, objectives, and functions (for all of them). (15 )
3. Non-Depository Institution - Mutual fund- meaning, types, role, advantages; UTI-Meaning, objectives, role, advantage : Insurance:-Meaning, characteristics, advantages and disadvantages, IRDA –characteristics, duties, powers and function, Meaning of Chit fund. (08)
4. Financial instruments- Equity Share, Preference Share, Debentures – Meaning, characteristics, types, advantages, disadvantages (for all of them). (07)
5. Interest And Foreign Capital - meaning and concept of interest, theories of interest- Marshall's Classical Theory, J.M. Keynes' liquidity preference theory; Foreign Capital- Meaning, types, need of foreign capital, disadvantages; Multinational Corporation– Meaning, characteristics, merits. (10)

**Suggested Reading: -**

1. Bhole M.K – Financial Markets and Institutions, Tata McGraw Hill.
2. Khan M.Y. – Indian Financial System, Tata McGraw Hill.
3. Gurusamy, Finance Markets and Institutions, Thomson Vijay Nicole Imprints Pvt Ltd.
4. Shashi K. Gupta, Nisha Agarwal, Rajnish Jain, Financial. Institutions & Markets-, Kalyani Publishers.



**Sub.Code: 4-E.A.20.C.**

**Security Analysis and Portfolio Management.**

1. Introduction Nature, process and scope of financial assets investment decision, structure of Indian security market – an overview, sources of financial information. (10)
2. Security analysis: understanding risk and return of a security, relationship between risk and return, types of risk and return, sources of risk. (8)
3. Analysis of fixed income securities: bond fundamentals, valuation of bond, bond portfolio management strategies – passive, active along with immunization strategies, debentures. (10)
4. Analysis of variable income securities: analysis of securities, fundamental analysis, technical analysis, efficient market hypothesis. (10)
5. Portfolio theories and management: traditional and modern portfolio theories, sharpe's single index model, capital assets pricing model (CAPM), mackowitz model. (12)

**Suggested Readings:**

1. Sharpe, Alexander and Bailey- investment- prentice hall of India 1995.
2. V.K.Bhalla- investment management- S.Chand
3. Robert Strong- portfolio construction, management and protection- Taxman.
4. Jones Charles. P – investment analysis and management – 7th edition- John Wiley.2000.
5. SEBI- manual- 9th edition, Taxman.

**Sub. Code: - 4-E.A.21.C.**

**Project Management and Financial Services**

1. Identification of investment, opportunities. Meaning, nature, scope, Project ideas, Screening of ideas, Environment analysis and opportunity analysis.
2. Cost of project and means of financing : major cost components, means of financing, planning capital structure, various financing schemes of financial institutions. (10)
3. Profitability,-financial projections and tax considerations : cost of production, break even analysis, projected balance sheet, profit and loss account, cash flow statements, provisions and considerations for computing taxable income. (12)
4. Appraisal criteria and appraisal process : methods of appraisal under certainty and risk and uncertainty, investment appraisal in practice, process followed by financial institutions, project appraisal techniques. Analysis of planning demand forecasting, Salse borcastin, Technical analysis - needs & product like cycle, product MiX, Plant to continue. (10)
5. Network techniques for project implementation, monitoring and control : pert and cpm techniques, critical path, event stacks and activity floats, scheduling to match availability of manpower, measures of variability of competition by a specified date, project implementation in India. (12)

**Suggested Readings :**

1. Prasanna Chandra – project preparation appraisal and implementation- Tata Mc Graw Hill – 1996.
2. Choudhary S. – project
3. H. P. Pahawa- Projects reports and appraisal- Bharat law house.
4. S.K. khanna – project evaluation and cost overruns- Bharat law house.

5. H.P.Khanna- project financing- Bharat law house.
6. Chawla Krishan- social cost benefit analysis- an introduction to financial and economic appraisal of profit- Mittal publications.
7. Machiraju- project financing, Vikas, New Delhi.
8. Pillai R.L (ed) – project appraisal technique- oxford and I.B.H. publishing Co. New-Delhi.
9. Khan M.V.- financial services Tata Mc Graw Hill- New-Delhi.

**Sub. Code : - 4.E.A.22.C.**  
**International Financial Management**

1. Global financial environment- IMF (International Monetary Fund) : role, function, objectives. Finance function: role of global manager, euro currency market, Bretton wood system of exchange rates, exchange rate regime since mid 1970. (12)
2. Foreign exchange market - meaning, source of supply and demand for foreign exchange, exchange rate determination : purchasing power parity theory (PPP), determination of exchange rate in spot and forward market. Indian foreign exchange market.(12)
3. Foreign exchange exposure and external finance - types of exposure, techniques of forecasting of foreign exchange, rate and risks, source of external finance : world bank, external commercial borrowings, foreign institutional investors (FII). (12)
4. International cash and bond management - cash management, international bonds, foreign trade multiplier, receivable management and inventory management. (08)
5. Capital budgeting - techniques of capital budgeting. (06)

**Suggested Readings:-**

1. Sets A.K.- international financial management New- Delhi Galgotia publishing company 2000.
2. Shapiro Allen c- multinational financial management- prentice hall of India - New-Delhi

3. Apte A.G. – multinational financial management- Tata Mc Graw Hill New- Delhi.
4. Sharan V- international financial prentice hall of India 2000 New-Delhi
5. AV Rajawade- foreign exchange internalizes finance and risk management, academic of business studies 1996.
6. Rodrigues, reta. M & E. Eugene Carta, international financial management, prentice hall of India (current edition)

**SPECIALISATION: GROUP –II**  
**GROUP :-'B' HUMAN RESOURCE MANAGEMENT**

**CODE :-4-E-B.19.C.**  
**INDUSTRIAL RELATION**

1. Industrial relation : Meaning, the nature of industrial relation, History of Industrial Relation, Objective and values in industrial relation - power and authority, individualism and collectivism integrity and trust. (12)
2. Trade Union : Origin and emergence of trade union, structure of trade union, registration and recognition, growth of trade union movement in India, Indian trade union theories – gandhian theory, Karl Marx's theory. (10)
3. Industrial disputes, Nature and concepts, conciliation, arbitration and adjudication, code of discipline and grievance handling. (10)
4. Workers' participation in management – its nature, objectives and scope, forms of participation, management and union perception of participation, participative work organization – the individual's work needs, the role of union, growth of worker's participative in management in India. (10)
5. Collective bargaining – its meaning, scope and function. (08)

**REFERENCE BOOKS:-**

1. Industrial Relations and Labour legislations-Sinha & Sinha.
2. Dynamics of Industrial Relation –C.B. Mamoria.
3. Report of National Commission on Labour (1969)
4. Industrial Relations-K.K. Ahuja
5. Economics of Labour and social welfare- T.N Bhagoliwal.

**CODE:- 4-E.B. 20.C.**

**HUMAN RESOURCE DEVELOPMENT**

1. HRD - Concept, Features, Objectives, System, Process, Need of HRD. (10)
2. Organisational Development : - Definition, Importance, Essential condition for effective OD, Roles in OD, theories of Career development : - Roe's theory, Ginsberg's Theory), Knowledge Management (Meaning, benefits and challenge). (10)
3. Training- Meaning, Objectives, Importance, Process, Needs, Methods (On the job, off the job) (08)
4. Development- Need, Objective and Characteristics, executive, development programme, methods (job rotation) uunder study method case study, Incident method, Role playing, In basket Exercise, Management game, group Training. (12)
5. Performance ppraisal :- Definition, Importance and use of Performance Appraisal, objectives. Methods and Process. (10)

**N B:-** There shall be at least one in lieu of a question on of the units in the examination

**REFRENCE BOOKS:-**

1. Human Resource - Balyan & Balyan Development (Himalaya, Publication)
2. Human Resource Management – L. M. Prasad.

3. Planning Corporate Management D.J. Bell.
4. Human Resource Management – Mirza Satyaddain .
7. Training For Management Development – P.N. Singh.
8. Designing and Managing Human Resource System V.Pareck & T.V. Rao.

**CODE:- 4-E.B.21C.**

**LABOUR LEGISLATION**

1. Indian Factories Act, 1948. : Objects, Provisions relating to hazardous process, health safety, working hours, leave etc. of workers, approval, licensing and registration of factories. [08]
2. Indian Trade Union Act, 1926,: Objects, Registration of Trade Unions, rights & duties and liabilities of Registered Trade Unions – Procedure Penalties. [08]
- Industrial Disputes Act, 1958 : Objects, Authorities for settlement of Industrial Disputes, References of Industrial Disputes, procedure, powers and duties of authorities, settlements and awards, strikes, lock outs, lay off, Retrenchment Transfer and Closure, Unfair Labour Practices. [12]
3. The Workmen 's Compensation Act, 1923,: Objects, Employer liability for compensation, amount of compensation, distribution of compensation. [10]
4. Legislation concerning Wages:- Minimum wages Act, 1948, : Objects, application, Minimum, Fair and Living Wages. Determination of Minimum Wages, Taxation of Minimum Wages. [10]

**N B. :** There shall be at least one on any of the units in lieu of a question in the examination.

## REFERENCE BOOKS

1. Industrial Relations and Labour legislations – Sinha & Sinha.
2. Dynamics of Industrial Relation – C.B. Mamoria .
3. Report of National Commission on Labour (1969)
4. Industrial Relations-k.k. Ahuja
5. Economics of Labour and Social Welfare – T.N. Bhagoliwal

CODE:- 4-E.B. 22. C.

## HUMAN RESOURCES PLANNING

Unit -1 : Human resource planning : Concept, History of HPP, Importance, Need, Objective, Benefits, Responsibility, factor Affecting HRP, Tools, difference between Manpower Planning and HRP.

Unit 2 : Manpower Forecasting :  
Manpower Demand Forecasting Performance and Productivity analysis.  
Macro and Micro HRP : HRP of Micro level, HRP in Macro level.

Unit 3 : Human Resource Planning Process : Concept, Tools of Manpower Forecasting - Quantity Tools - Time Scale of HRP Forecast, Analysis of Workload Factor - Time Series, Difficulties in Qualitative Tools.  
Qualitative Tools - Delphi techniques, Analysis of Manpower Supply.  
Simulation theory - Meaning, Merit and Demerits.

Unit 4 : Strategic Human Resource Planning Concept, Need Benefit, Objective, key steps for strategic Manpower planning.

Unit 5 : Career Planning & Development : Concept, Need, Reason, Advantage, Limitation, Stages. Succession Planning. (Management Development Planning) : Concept, Characteristics, Steps, Objective, Techniques, Auditing, Drawbacks.

Unit 6 : HRIS : Meaning, Objective, Stages, HRIS for HRP, HRIS at Macro Level.  
HRA : Meaning, Process, Importance and Limitation.  
HRR : Meaning Need, Objective Process, Scope.

## REFERENCE BOOKS :

1. Human Resource Planning - Deepak Kumar Chakraborty, Excel Book.
2. Planning Corporate Management D. J. Bell.
3. Human Resource Management - Mirza Satyaddain.
4. Training For Management Development - P. N. Singh.
5. Designing and Managing Human Resource System V. Pareck & T. V. Rao.
6. Organizational development - Harquilas & Hia
7. Human Resource Planning and Audit & Sekhar Arun.
8. Human Resource Planning Development, Gupta Shashi K. Joshi Rosy Walia.
9. Walker, James W. Human Resource Plan Mc Grow - Hill, New York.

## SPECIALISATION: GROUP –III Group “C” (Marketing)

Sub. Code : 4EC – 19C

## ADVERTISING AND SALES MANAGEMENT

**Objective :** The objective of this course is to acquaint students with the theory and practice of advertising as well also management of a firm's sales operations.

### Course Inputs:

1. Advertising: Defined, advertising as a tool of marketing; Advertising effects – economic and social; Advertising and consumer behavior; Advertising scene in India. (10)

2. Advertising Media: Print media, Broadcast media; Non – media advertising; Media Planning and scheduling: Advertising on Interest: Media Selection Decision. (10)
3. Sales Organization: Setting up a sales organization; Planning process; Principles of determining sales organization. (10)
4. Sales Force Management: Estimating manpower requirements for sales department; Planning for manpower – recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meeting and contests. (12)
5. Control Process : Analysis of sales volume, costs and profitability; Managing expenses of sales personnel : Evaluating sales force performance. (08)

**Suggested Readings :**

1. Aaker, David Al. : Advertising Management prentice Hall, New Delhi.
2. Anderson, Hair, Bush : Professional Sales Management, McGraw Hill, Singapore. Batra, Rajeev, John G. Myers and David A. Aaker : Advertising Management, Prentice Hall, New Delhi.
3. Ford, Churchill, Walker : Management of Sales Force, McGraw Hill, Singapore.
4. Gupta, Vaswar Das : Sales Management, In The Indian Perspective, Prentice Hall, Delhi
5. Johnson, Kurtz, Schewing : Sales Management, McGraw Hill, Singapore.
6. Krik C.A. : Salesmanship, Tarapore wala, Bombay.
6. Norris, James S. : Advertising, Prentice Hall, New Delhi.
7. Patrick, Forsyth : Sales Management Handbook, Jaico Publications, Bombay.
6. Sandage C.H. Fry Burger : Advertising – Theory and Practice, Richard D Irwin, Illinois.
7. Sengupta, Subroto : Brand Positioning, Tata McGraw Hill Co. New Delhi.

8. Stanton, W.J. and Spiro, R. : Management of Sales Force, McGraw Hill, Singapore.
9. Still, Richard R., Edward W. Cundiff, and Norman A.P. Govoni : Sales Management, Prentice Hall of India, Delhi.

**Sub. : 4 EC : 20.C.  
Marketing Research**

**Objective :** The objective of this course is to enable students learn the process, tools and techniques of marketing research.

**Course Inputs**

1. Introduction to Marketing Research : Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization. (10)
2. Data Resources : Secondary data sources and usage; Online data sources; primary data collection methods – questions techniques, online surveys, observation method; Questionnaire preparation. (10)
3. Data Collection : Organization of field work survey errors : Sampling and non sampling errors. (08)
4. Data Analysis : Univariate, bivariate and multivariate data analysis; Report preparation and presentation. (14)
5. Market Research Applications : Product research; Sales and market research; Marketing research in India. (08)

**Suggested Readings :**

Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.

Boyd, H.W., Ralph westfall and S.F. Starsh : Marketing Research : Text and Cases, Richard D. Irwin.

Chisnall, Peter M. : The Essence of Marketing Research, Prentice Hall, New Delhi.

Churchill, Gillbert A. : Basic Marketing Research, Dryden Press, Boston.

Davis, J.J. : Advertising Research, Prentice Hall, New Delhi.

Green, Paul E., Donald S. Tull and Gerald Albaum : Research for marketing decision, Prentice Hall, New Delhi.

Hooda, R.P. : Statistics for Business and Economics, Macmillan India, New Delhi.

Tull, Donald and Hawkins, Del I : Marketing Research, Prentice Hall, New Delhi.

Tull, Donald and Hawkins, Del I : Marketing Research : Measurement and Method, Prentice Hall, New Delhi.

Zaltman and Burger : Marketing Research, Dryden Press, Illinois.

**Sub. : 4 EC : 21.C.**  
**International Marketing**

**Objective :** The objective of this course is to expose students to the conceptual framework of International Marketing Management.

**Course Inputs :**

1. Introduction to International Marketing : Nature and Significance; Complexities in International Marketing Transition from domestic to transnational marketing; International market orientation – EPRG framework; International market entry strategies. (12)

2. International Marketing Environment : Internal environment, External environment – geographical, demographic, economic, socio – cultural, political and legal environment, impact of environment on international marketing decisions. (10)

3. **Foreign Market Selection :** Global market segmentation; Selection of foreign markets; International positioning. (08)

4. **Product decisions :** Product Planning for global markets; Standardization vs. product adaptation; New product development; Management of International Brands; Packaging and labeling; Provision of sales related services. (10)

5. Emerging Issues and developments in International Marketing : Ethical and social issues; International marketing of services; Information technology and International marketing; Impact of globalization; WTO. (10)

**Suggested Readings :**

Czinkota, M.R. : International Marketing, Dryden Press, Boston.

Fayerweathers, John : International Marketing, Prentice Hall, New Delhi.

Jain, S.C. : International Marketing, CBS Publications, New Delhi.

Keegan, Warren J. : Global Marketing Management, Prentice Hall, New Delhi.

Onkvisit, Sak and John J. Shaw : International Marketing : Analysis and Strategy, Prentice Hall, New Delhi.

Paliwoda, S.J. (ED) : International Marketing, Reader, Routledge, London.

Paliwoda, Stanley J. : The Essence of International Marketing, Prentice Hall, New Delhi.

Sarathy, R and V. Terpstra : International Marketing, Dryden Press, Boston.

Vasudeva P.K., International Marketing; Excel Books, New Delhi.

**Sub. : code : 4 EC – 22.C.  
Consumer Behaviour**

**Objective :**

The Objective of this course is to expose students to the conceptual framework of consumer behavior.

**Course Inputs :**

1. **Introduction :** Why study of consumer behavior – factors influencing consumer behavior – advantages of study of consumer behavior – disadvantages of study of consumer behavior. (08)
2. **Consumer needs and motivation :** Concept of motivation – needs – goals & motives – can needs be created – Maslow's Hierarchy of Human needs – dynamic nature of motivation. (10)
3. **Influence of Personality and attitudes on buying behavior :** Nature of consumer attitudes – Nature of personality. Consumer psychographics : Meaning and definition – Psychographics vs. demographics – Psychographics vs. Motivational Research. (10)
4. **Organisational buying behavior :** Meaning and definition – Organization buying Vs. consumer behavior – models of Industrial and business buying behavior – Models of service buying behavior. (10)
5. **Consumer protection in India :** Consumer protection before 1986 Act – Consumer protection in MRTP Act – Consumer and Food adulteration Act – Consumer Protection Act – Main Provisions. (12)

**Suggested Readings :**

Consumer Behaviour & Marketing Strategy, 6th Ed. J. Paul Peter, Jerry C. Olson, McGraw Hill Higher Edu.

Business Marketing – Gross Banking, Meredith Ford AITBS Pub.  
Consumer Behaviour & Marketing Action : Henry Assael, 6th Ed., Asian Books Pvt. Ltd.

Consumer Behaviour – Concepts, Application & Cases – M.S. Raju & Dominique Xard Cl. Vikas Club House, Pvt. Ltd.

**CODE:- 4-E. 23C  
INDIAN INDUSTRIES**

**Unit 1 : INDIAN ECONOMY**

Developing economy Meaning, features, major issues of development, India as a mixed.

**Unit 2 : ECONOMIC DEVELOPMENT AND OCCUPATIONAL STRUCTURE**

Meaning and factors in economic development, occupational structure meaning, factors occupational distribution of population in India, concept and trends of urbanization., Indicators of balance regional development.

**Unit 3. INDUSTRIAL POLICY, RESOLUTION AND LICENSING POLICY-** Iron & Steel Industry. IT industry, Cotton Textile Industry, Petrochemical Industry, Automobile Industry Cement Industry, Machine Tools & Light Engineering Goods Industry.

**Unit 4. INDIAN INDUSTRIES UNDER GLOBALISATION.** Globalisation Meaning steps towards globalisation, effects, advocacy, fair globalisation and the need for policy framework.

**Unit 5 : INDUSTRIAL SICKNESS :** Concept Causes, effects remedies and measures, BIFR :

Unit 6 : TRANSPORT SECTOR : Meaning, importance for industrial development, dimension of Transport Sector rail, road and their significance and growth in India. Need for rail-road co ordination, govt. Transport policy.

**Suggested Readings :**

1. K. V. Sivayya & V. B. M. Das Industrial Economy.
2. Mishra & Puri Industrial Economy.
3. Dutta & Sunderam, Indian Economy

**4-E.C. - 24C - Project**

\* Project Report + Viva = Full Marks 100

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