

# **UNIVERSITY OF KERALA**

## **SYLLABUS**

**M.Com PROGRAMME  
ANNUAL PATTERN  
OFFERED UNDER PRIVATE REGISTRATION MODE**

**U.O.Ac.AII/1/2016 dated 22/11/2016**

**(with effect from 2016 Admission onwards)**

## Scheme & Syllabus of M .Com for Private registration (2016 -2017)

### First Year

Code	Paper	Subject	Marks		
			Part1	Part 2	Total
MC311	Paper 1	Contemporary Management Concepts and Thoughts	75	25	100
MC312	Paper 2	Management Information System	75	25	100
MC313	Paper 3	Research Methodology	75	25	100
MC314	Paper 4	Advanced Corporate Accounting	75	25	100
MC315	Paper 5	E -Business and Cyber laws	75	25	100
MC316	Paper 6	Business Ethics and Corporate Governance	75	25	100
MC317	Paper 7	Quantitative Techniques	75	25	100
MC318	Paper 8	Strategic Management	75	25	100
<b>Total</b>			<b>600</b>	<b>200</b>	<b>800</b>

### Second Year

#### 1. Elective - Finance

Code	Paper	Subject	Part 1	Part 2	Total
MC321F	Paper1	Income tax Planning and Management	75	25	100
MC322F	Paper2	Security Analysis and Portfolio Management	75	25	100
MC323F	Paper3	Strategic Financial Management	75	25	100
MC324F	Paper4	Advanced Cost and Management Accounting	75	25	100
MC325F	Paper5	Indirect Tax Laws and practices	75	25	100
MC326F	Paper6	International Finance	75	25	100
MC327F	Paper7	Management Optimization Techniques	75	25	100
MC328F	Paper8	Financial Statements-Interpretation and Reporting	75	25	100
<b>Total</b>			<b>600</b>	<b>200</b>	<b>800</b>

## 2. Elective- Marketing

Code	Paper	Subject	Part1	Part2	Total
MC321M	Paper 1	Marketing Research	75	25	100
MC322M	Paper 2	International Marketing	75	25	100
MC323M	Paper 3	Logistics Management	75	25	100
MC324M	Paper 4	Advertising and Sales promotion	75	25	100
MC325M	Paper 5	Agricultural and Rural marketing	75	25	100
MC326M	Paper 6	Industrial marketing	75	25	100
MC327M	Paper 7	Services Marketing	75	25	100
MC328M	Paper 8	Management Optimization Techniques	75	25	100
<b>Total</b>			<b>600</b>	<b>200</b>	<b>800</b>

ESSAY	100
Comprehensive Viva	100
<b>Grand Total</b>	<b>1800</b>

# First Year M Com

## MC311 - PAPER 1

### CONTEMPORARY MANAGEMENT CONCEPTS AND THOUGHTS

#### Objectives-

1. To create awareness and interest among the students in modern management concepts and thought
2. To enable the students to choose appropriate functional area of management in their future studies.

**Module 1 : Modern management** –concept-significance-response to globalization-diversity and advances in information technology-organisational culture- cross cultural communication-motivation in organisations – meaning and process- theories of motivation: ERG ,McClelland’s, learned need , equity, vroom’s expectancy –managerial application of motivational theories

**Module 2: Leadership**-concept-significance in modern organization-challenges-approaches: Trait, Behavioral, and Situational -theories: Hersey and Blanchard’s- transactional Vs transformational leadership- Charismatic and authentic leadership – leadership ethics- executive coaching and mentoring.

**Module 3: Human resource management**- concept- meaning- functions-importance- strategies and practices in HR planning-potential appraisal, succession planning- managing diversity- dual career management- glass ceiling-QWL- HR information system- stress management-causes and effects of work stress- coping strategies-change management- need- resistance-organisational intervention.

**Module 4: Marketing management**- concept-nature, scope and importance–understanding concepts of relationship and integrated marketing- trends in modern marketing- e-marketing, green marketing, tele-marketing, societal marketing- marketing environment- macro micro components and their impact on marketing decisions – marketing research – importance- nature , scope and steps – marketing information system-marketing intelligence.

**Module 5 : Financial management**- Business finance- concept- meaning-importance-approaches- objectives of financial management- meaning and importance of financing decisions-classification of financial decisions.

#### References:

1. Griffin ,Ricky W Organisational Behavior –Houghton Mifflin co, Boston.
2. DoedeKeuning, Management A Contemporary approach, Prentice Hall(Pearson education) , New Delhi.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of organisational behavior.
4. Utilising Human Resources, Prentice Hall, New Delhi
5. BiswanthGhosh, Human resource development and management, Vikas Publishing, New Delhi.
6. Kotler, Keller, Koshy and Jha Marketing Management- A south Asian perspective, Pearson

## **MC312 - PAPER 2**

### **MANAGEMENT INFORMATION SYSTEM**

#### **Objectives:**

1. To make the students aware of the need for information systems, its application in managerial decision making.
2. To make the students aware of the recent trends in information system.

**Module 1:** Introduction to MIS- Meaning, concept, Evolution, significance and need, Objectives and features,- subsystems of MIS, MIS and other academic disciplines, operating elements of MIS, structure of MIS based on management activity, based on organisational functions.

**Module 2:** Information in decision making – Concept of information, historical development, mathematical definition of information, reduction of uncertainty, redundancy, information presentation, quality of information, value of information in decision making, value other than in a decision, Age of information.

Decision making- intelligence and design phase, behavioural models of the decision maker, decision making under psychological stress, methods for deciding among alternatives.

**Module 3:** System Concepts- Meaning, Characteristics, types of systems, subsystem-decomposition, simplification, decoupling, entropy, system stress- types, consequence, process of adaptation, organisation as open systems. – DSS, TPS, Expert System, Control in systems, negative feedback control, law of requisite variety, the nature of control in organisation.

**Module 4:** System Analysis and Design- prototyping approach, Conceptual and detailed MIS design, System Development Life Cycle, Implementation of MIS.

**Module 5:** Data Processing- Data hierarchy, database, DBMS, Database models- relational model, network model, -the database approach, data dictionary, conceptual data modelling. - Data mining and data warehousing. Accounting Information system- Meaning, need, process, role of AIS in the decision making at the functional areas of management-finance, marketing and HRM.

#### **References:**

1. Gordon B Davis, & Margrethe H Olson, Management Information System
2. Robert G Merdick, Management Information System.

## **MC313-PAPER 3**

### **RESEARCH METHODOLOGY**

#### **Objectives:**

- ✓ To provide an insight into the fundamentals of social science research
- ✓ To understand the need, significance and relevance of research and research design
- ✓ To acquire practical knowledge and required skills in carrying out research

**Module 1: Fundamentals of Research-** Research: Meaning – nature – significance – objectives – utilities. Principles of scientific research - Scientific methods- Induction, Deduction – Qualities of a researcher – Research ethics.

Research Methods and Process: Types of Research; Implicational- Fundamental, Applied, policy, educational; Purpose- Exploratory, Descriptive, Predictive, Analytical, Historical; Methods of Investigation – Library, Case study, survey, field studies, experimental, evaluation, Action, Diagnostic, Ex-post facto research; Quantitative and Qualitative Research - Research Process and Approaches

**Module 2: Research Design-** Research problem Identification – identifying research gap – setting of objectives and hypotheses – identifying the variables ; dependent, independent and

intervening variables – steps in developing a research design – research design for descriptive, analytical, empirical and experimental research- qualities of good research design

**Module 3: Sampling Techniques and Data Collection Methods** - Probability and non-probability sampling techniques – determinants of sample size – sampling errors and sources- Collection of data – primary and secondary data – field methods, techniques and tools for data collection- tests, observations, interview, surveys, projective techniques, questionnaire, schedules, rating scales- scaling techniques and construction of scales – Pre-testing and Pilot Study.

**Module 4: Testing of Hypothesis-** Need and significance of hypotheses- formulation of hypotheses – types of hypothesis – errors in testing hypotheses – Type-I and Type II Errors – One tailed and Two tailed tests – level of significance – decision taking Statistical analysis for doing inferences – Parametric and non parametric tests- types and differences – interpretation of analyzed data

**Module 5: Report writing and presentation** - Research Report - types of reports – content of report – Style of Reporting – Steps in Drafting Reports – Qualities of a good report – Documentation – Citation - Footnotes – References – Bibliography – APA and MLA Format in writing references and bibliography.

**References:**

Krishnaswamy R. S., *Research Methodology in Social Science*

Kothari C. R., *Research Methodology: Methods and Techniques*

Sharma R. N & Sharma R. K., *Research Methods in Social Science*

John W. Best and James V. Khan, *Research in Education*

Singh A. K., *Tests, Measurements and Research Methods in Behavioural Sciences*

## MC314 -PAPER 4

### ADVANCED CORPORATE ACCOUNTING

- Objectives:**
1. Making the students to understand International Financial Reporting Standards and tools & techniques in various accounting situations.
  2. Expose the students to advanced accounting issues and practices like Investment, Consolidation of financial statements, Liquidation etc.

**Module 1:** International Financial Reporting Standards (IFRS) – Introduction – Scope – overview of the International Financial Reporting Standards – IFRS 1 to 13

**Module 2:** Holding Company – Concept and definition – Consolidated Balance sheet –capital profit –Revenue profit – cost of control – minority interest – intercompany owings – contingent Liabilities – revaluation of assets and liabilities – treatment of bonus shares and dividend Cross Holding. IFRS 10.

**Module 3:** Investment Accounts and Valuation of Goodwill and Shares. Investment Accounts in Loans and Debentures – cum interest and ex interest, Investment Accounts in shares – Bonus shares – Right shares, Valuation of goodwill –capitalization method – super profit method. Valuation of shares – Need – methods – Intrinsic value method – Yield method – Fair value method.

**Module 4:** Insurance claims, Computation of Fire claims – Loss of stock – Loss of profit.

**Module 5:** Liquidation- Meaning – Types – Reasons – Preferential creditors – Statement of affairs – Deficiency/ Surplus accounts – Liquidator’s final statement of accounts.

**References:**

1. **Financial Reporting** Vol.1 by The Institute of Chartered Accountants of India
2. **Advanced Accountancy** MC Shukla. T.S. Grewal. &S C Gupta
3. **Advanced Accountancy** Jain & Narang

**4. Advanced Accountancy** RL Gupta & Radhaswamy

**5. Advanced Accountancy** SN Maheswari

## **MC315 - PAPER 5 E-BUSINESS & CYBERLAWS**

### **Objectives:**

1. To equip the students with the emerging trends in business
2. To equip the students to introduce and explore the use of information technology in all aspects of business.
3. To familiarise with the students cyber world and cyber regulations

**Module - 1 : E-business-** Concepts – Definition – e-business vs. e-commerce - Transformation of business structure– Trends - E-Business Models (an overview) - E-business Design: Knowledge building, capacity evaluation, design steps.

**Module-2 : E-Marketing** – Traditional Marketing – Identifying Web presence Goals – Browsing Behaviour Model – online Marketing – E-advertising – Internet Marketing Trends – E branding– E- marketing strategies .Concept and Definition of E-Retailing: Different Models of E Retailing; Model for Web based Information System in E-retailing; Key Technologies of B2C Model in E-Retailing-EPOS System. Functions of an EPOS System

**Module - 3 : E- Business Technologies-**Customer relationship management (CRM) - Organizing around the customer - CRM design and infrastructure - CRM Trends; Selling-chain management - Need for selling-chain management - Order acquisition process – Trends; Enterprise resource planning (ERP) – Integration of information technology systems - Forces influencing ERP – Implementation strategies - ERP trends; Supply chain Management - Internet-enabled SCM - Supply-chain planning and execution - SCM issues and trends; E-procurement - Transformation to web based technology - Cost savings and return of investment - Buyer focus - Seller focus -Trends.

**Module – 4 : Cyber World-** Introduction – cyber space – cybercrimes – types: cyber stalking, forgery and fraud, crime related to IPR (copyright issues in cyber space, trademark issues in cyber space, software patenting issues), cyber terrorism, and computer vandalism.

**Module – 5 : Cyber Regulations-** Cyber Law (an overview) scope of cyber laws (e-commerce, online contracts, IPRs, e taxation, e-governance and cybercrimes), issues relating to investigation, cyber forensic, relevant provisions under IT Act 2000, IPC and Evidence Act etc.

### **References:**

1. E-business, Dr. Ravi Kalakota, Pearson Education Asia
2. E-Business (R)evolution, Daniel Amor, Pearson Education Asia
3. E-Business-2, Dr. Ravi Kalakota & Macia Robinson, Pearson Education Asia
4. E-Business and Commerce, Brahm Canzer, Dreamtech press, New Delhi
5. The E-Business book, Dayle M Smith, Viva books, Newdelhi
6. E-Business essentials, Rajat Chatterjee, Global India Publication, Newdelhi

7. E-Business essentials, Matt Haig, Kojan Page India Ltd
8. IT Act 2000, IT Amendment Bill 2006, IT Amendment Bill

## **MC316 - PAPER 6**

### **BUSINESS ETHICS AND CORPORATE GOVERNANCE**

#### **Objectives:**

1. To impart knowledge on Business Ethics and Social responsibility of Business.
2. To provide knowledge of various factors influencing the corporate sector

**Module 1: Business Ethics and Values:** Sources of Ethics- religion, philosophical system, cultural experience, legal System- Importance of Ethics-Factors influencing Business Ethics- leadership, strategy and Performance, environment, corporate culture, individual Characteristics

**Module 2: Ethical Decision Making and Managing Ethics:** Difficulties in decision making- Codes of Ethics, Ethics Committees, Training Programmes-Laws enforcing ethical conduct. Ethics in HRM, Marketing, Finance and Corporate Social Responsibility. Corporate Social Responsibility of Business- Meaning, rationale, arguments for CSR - Strategies – Ackerman's model of social responsibility.

**Module 3: Organisation Culture:** Meaning, characteristics - steps in building and maintaining organization culture-Managing cultural diversity in organisation- Work ethics- Work culture

**Module 4: Corporate Governance:** History and Development- Global and in India-Basic ingredients-Meaning, definition Importance objectives, Principles, Theories- Code of Corporate Governance-Committees on Corporate Governance-Global and Indian perspectives- Mandatory and non-mandatory regulations-SEBI- Clause 49 of the Listing agreement – Measuring/Evaluation of corporate governance of a Company-Methods- Shareholder value-EOCE, PAT, EPS, TSR, MVA, EVA and HVA, National Award for Corporate governance, Social Audit

**Module 5: Knowledge Management:** Meaning, importance, objectives- Knowledge workers, Knowledge assets Corporate Image: Meaning, importance- Building corporate image, Corporate Excellence: Meaning, importance- achieving corporate excellence- New Directions- Role of Chairman-qualification, powers, duties and responsibilities-Board Committees Quality of Work Life and Work Life Balance: Meaning, areas-improving QWL-strategies of work Life Balance. Protection of Employees: Labour Laws.

#### **References:**

1. Laura p Hartman, Perspectives in Business Ethics, Mc Graw Hill International
2. George A Steiner and John F Steiner, Business, Governemnt and Society, Mc Graw Hill International
3. SK Chakraborty, Ethics in Managment; Vedantic Perspectives , Oxford University Press
4. MK Gandhi, My Experiments with Tureth, navjeevan PublishingHouse, Ahemadabad
5. Subhash Sharma, Management in New Age: Western Windows- Esatern Doors, New Age International Publishing , New Delhi



## MC317 - PAPER 7 QUANTITATIVE TECHNIQUES

### Objectives:

1. To impart expert knowledge in the application of quantitative techniques in research.
2. To impart knowledge in the use of SPSS in processing and analysis of data.

**Module I: Probability Distribution- *Binomial distribution*** – Bernoulli process, properties of binomial distribution, mean and standard deviation of binomial distribution - utility of binomial distribution – fitting of binomial distribution. ***Poisson distribution*** – meaning and properties of poisson distribution, utility of poisson distribution fitting of poisson distribution. ***Normal distribution*** – normal curve- properties of normal distribution, utility of normal distribution-normal approximation to binomial distribution – normal approximation to poisson distribution. ***Other probability distributions*** – beta distribution – exponential distribution.

**Module 2: Statistical Inference** - Estimation, qualities of good estimation, criteria for selecting estimation, methods of estimation, point and interval estimate, confidence interval, determination of sample size in estimation.

**Module 3: Testing of Hypothesis *Parametric tests*** – features, types, large sample and small sample tests – Z test, t-test, F- test – application of parametric tests. ***Non-parametric tests*** – conditions for applying non-parametric tests, different non-parametric tests –  $\chi^2$  test, sign test, Fisher-Irwin test, Rank sum test, Run test, Mann-Whitney U test, Kruskal Wallis H test, Wilcoxon test, Mc Nemer test. **Analysis of Variance:** meaning – assumptions of ANOVA, techniques of ANOVA - ***One-way classification*** - ***Two-way classification*** - setting up ANOVA table, conditions for application and uses of ANOVA.

**Module 4: Statistical Quality Control** - Introduction to quality control- approaches to quality control – objectives of SQC- types of limits - process control and product control- techniques of SQC- control charts - control charts for variables -x: chart – range chart – standard deviation chart - control charts for attributes - c chart - p chart - np chart - benefits of SQC.

**Module 5: Processing and Analysis of Data using SPSS- *Introduction to SPSS*** – Features, creating files and data entry, preparation of frequency tables and graphs. ***Steps in data processing*** – checking, editing, coding, classification. ***Analysis of data*** – statistical tools, univariate, bivariate and multivariate – measures of central tendency, dispersion, correlation, regression, t-test, Chi-square test, factor analysis and ANOVA.

### References:

1. Fundamentals of Statistics for Business and Economics – V. K. Kapoor, Sultan Chand and Sons, New Delhi.
2. Statistics for Management – Levine, Pearson Education Asia.
3. Statistics for social Sciences – Hari Shankar Asthana & Braj Bhushan, Prentice Hall of India.
4. Business Statistics – Padmalochan Hazarika, S. Chand, New Delhi.
5. Statistics – S. P. Gupta, Sultan Chand and Sons, New Delhi.
6. SPSS in Simple Steps - Kiran Pandya Smruti Bulsari Sanjay Sinha Dreamtech Press.
7. A Handbook of Statistical Analyses Using SPSS- Sabine Landau, Brian S. Everitt - Chapman and Hall/CRC

## **MC318- PAPER 8**

### **STRATEGIC MANAGEMENT**

#### **Objectives:**

1. To create a conceptual awareness on various strategies
2. To familiarise students with the formulation and implementation of strategies

**Module 1: Concept of strategy**-Meaning-Definition-Features of strategic management-Levels of strategy-process of strategic management-SBU-Strategic decision making-Approaches to strategic decision making-Strategic Intent-Developing a strategic vision and mission- setting of objectives - Strategic management in International context-strategies of multinational companies with respect to case studies

**Module 2: Environment analysis**-components of environment -environmental scanning-Environmental Threat and Opportunity Profile (ETOP)-organisational appraisal-SWOT analysis-Industry and Competitive Analysis- Michael Porters' industry analysis-competitive analysis-Strategic Advantage Profile--Comparative advantage and Core competence- - TOWS matrix

**Module 3: Strategic Alternatives**-Corporate level strategies-Grand strategies-Generic Strategies-Stability-Expansion-Diversification strategies-Retrenchment strategies: sub-classification of strategies

**Module 4: Formulation of strategies**-Approaches to strategy formulation-GAP analysis-BCG matrix-Synergy-Functional strategies-Production, Marketing, Finance and HR Strategies

**Module 5: Implementation, Evaluation and Control**-Implementation-Behavioural Aspects of implementation-Structure for strategies- Mc Kinsey Seven S Model -Evaluation and control of strategies-Techniques

#### **References:**

1. Arthur A Thompson and AJ Stickland III, Strategic Management, New Delhi Tata McGraw Hill
2. Sharma R.A, Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
3. Subha Rao, Business Policy and Strategic Management, Himalaya Publishing House, Mumbai
4. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
5. Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.

David Fred R, Strategic Management, Prentice Hall.

## **Second Year M Com Elective Finance**

### **MC321F PAPER -1**

#### **INCOME TAX PLANNING AND MANAGEMENT**

#### **Objectives:**

1. To expose the students to the latest provisions of Income Tax Act.
2. To identify the Tax Planning and Assessment Procedures for Individuals, Firms and Companies.

#### **Expected Outcome**

Students will get working knowledge regarding legitimate way of tax planning under different financial/ managerial decisions after taking into consideration the impact of Direct Tax Laws.

## **Number of Modules: 6**

**Module 1 :** Heads of Income- Income from Salary- Income from House Property- Income from Business or Profession- Capital Gains- Income from Other Sources- Computation of Total Income.

**Module 2:** Clubbing of Income- Aggregation of Income- Set off and Carry forward of Losses- Deduction from Gross Total Income

**Module 3:** Tax Planning- Tax Management- Tax Evasion- Tax Avoidance- Nature and Scope of Tax Planning and Management- Significance of Individual, Firm, and Corporate Tax Planning and Management

**Module 4: Assessment of Individuals and Firms-** Assessment of Individuals-Tax Incidence on Individuals- Taxable Income – How Computed- Problems on Computation of Taxable Income- Hints for Tax Planning of Individuals- Assessment of Firms- meaning of Partnership – conditions of 40 (b)- Change in Constitution of Firm- carry forward and set off of loss in the case of change in constitution- Computation of Income of Firm- Tax- Assessment of Partners of a firm- Hints for Tax Planning.

**Module 5: Assessment of Companies:** Definitions- Taxable Income and Tax Liability- How Computed- Minimum Alternative Tax- Tax on distributed profits of domestic companies- tax on income distributed to unit holders- Tax on income received from venture capital companies and venture capital fund- Problems on Computation of Taxable Income of Corporate Assessee. Tax Planning and Management Decisions- Tax Planning with reference to Financing and Investment Decisions – Make or Buy- Own or Lease- Repair or Replace- Employee Remuneration- Setting up of New Business- Location Aspect- Amalgamation or Demerger

**Module VI: Double Taxation Relief-** Meaning- Double Taxation Relief Applicable to Individuals, Firms and Corporate- Double Taxation Avoidance- GAAR (General Anti Avoidance Rules)

NB: 1. Some Case Studies Involving the Learning

3. Necessary Inputs from B. Com Programme

### **References:**

#### **Books**

1. Singhania, V.K: Direct Tax Planning and Management, Taxman, N.Delhi
2. Singhania V. K: Direct Taxes Laws and Practices, Taxman, N. Delhi
3. E. A Srinivas: Corporate Tax Planning: Corporate Tax Planning; Tata Mc – Graw Hill
4. Mehrotra HC : Direct Tax Planning
5. Kushal Kumar Agrawal: Direct Tax Planning and Management; Atlantic Publishers
6. Bhagavath Prasad: Direct Tax Law and Practice
7. Lakhotia RN : Corporate Tax Planning

#### **Journals and Circulars**

1. Chartered Accountant Today – Taxman for Current Reading
2. Circulars Issued by CBDT
3. Journal Chartered Accountant.

## **MC322F - PAPER 2**

### **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

#### **Objectives:**

The course aims at providing the students a comprehensive understanding on the areas of security analysis and portfolio management and acquainting them with various tools and techniques for making prudent investment decisions. It focuses on the principles of security analysis and the development of skills in portfolio management.

This course takes inputs from IFM and Financial services at graduate level.

**Module 1:** Investment – meaning and definition – factors affecting investment – investment, speculation and gambling – investment avenues – objectives – process.

Valuation of securities – return and risk – risk free return and risk premium – nominal rate and real rate - present value and future value – types of risk – interest rate risk – credit/default risk – exchange rate risk – marketability/price risk etc. – valuation of fixed income securities/ bond valuation – interest rate risk - credit/default risk – exchange rate risk – marketability/price risk etc. – valuation of fixed income securities/ bond valuation – intrinsic value and market value – yield to maturity(YTM) – yield to call (YTC) – yield curve – term structure theories – Maculay’s bond duration – valuation of equity – single period and multi – period valuation models – dividend growth models – P/E ratio model.(Illustrations)

**Module 2:** Security analysis – meaning – approaches – fundamental analysis – economy analysis – domestic and international factors – economic forecasting – industry analysis – industry life cycle – structure analysis – trend analysis – company analysis – ratio analysis, temporal and cross sectional.

#### **Module 3:**

- a. Technical analysis – concept – Dow theory – Elliot wave theory – types of charts – line charts, bar charts – Japanese candlestick charts – technical market indicators – patterns – trend and trend reversals – continuation patterns – mathematical indicators – moving average: simple and exponential – rate of change indicator – RSI – moving average convergence and divergence – breadth of the market.
- b. Efficient market hypothesis(EMH) - market efficiency – requirements of market efficiency – forms of market efficiency – weak form/random walk model – tests – semi strong form of market efficiency – tests – strong form market efficiency – tests – difficulties in testing market efficiency.

**Module 4:** Portfolio management: portfolio analysis and selection – measurement of return – individual securities and portfolios – measurement of risk – individual securities and portfolios – portfolio diversification – variance covariance analysis – systematic and unsystematic risk – portfolio selection – Markowitz Portfolio Theory (MPT) – feasible set – efficient frontier – utility analysis – Sharpe’s single index model – Capital Asset Pricing Model (CAPM) - factor models – APT – Fama French three factor model. (Illustrations)

**Module 5:**Portfolio management: revision and evaluation plans – portfolio revision – need – factors affecting portfolio revision – active revision strategy – index portfolio – tracking – passive revision strategy – formula plans – constant rupee value plan – constant ratio plan – variable ratio plan – rupee cost averaging – merits and demerits of portfolio revision – portfolio performance evaluation – need – benchmarks, Sharpe reward to variability ratio – Traynor reward to volatility ratio – Jensen’s performance index – Fama’s decomposition model. (Illustrations)

**Module 6:** Financial derivatives – meaning and definition – scope and importance – features – benefits – significance - types of derivatives – forwards – merits and demerits – Futures – types: stock and index futures – trading cycles – margin system – clearing and settlement - forwards Vs. futures – benefits of futures – options – American style and European style – put and call - options – option quotations – option writing – swaps – interest rate swaps – foreign exchange swaps – Applications of derivatives for hedging, speculation, arbitrage.(Illustrations)

### **References**

1. Bhalla V K, Investment Management, S Chand & Co.
2. Bodie, Kane, Marcus and Mohanty, Investments, TMH
3. Donald E Fischer and Ronald E Jordan, Security Analysis and Portfolio Management, Pearson Education
4. Frank J Fabozzi, Franco Modigliani et.al., Foundations of financial markets and institutions, Pearson Education.
5. Gordon J Alexander, William F Sharpe and Jeffrey V Baily, Fundamentals of Investments, Pearson Education
6. John C Hull, Options, Futures and other Derivatives, Pearson Education.
7. Kevin S, Security Analysis and Portfolio Management, PHI
8. Kumar S S S, Financial Derivatives, PHI
9. Presanna Chandra, Investment Analysis and Portfolio Management, TMH
10. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publications
11. Reghunathan, Investment Analysis and Portfolio Management, Pearson Education.
12. Sidney Cottle, Roger F Murray and Frank E Block, Security Analysis, TMH
13. Stephen H Penman, Financial Statement Analysis and Security Valuation, TMH

## **MC323F- PAPER 3 STRATEGIC FINANCIAL MANAGEMENT**

### **Objectives:**

1. To convey the basic concepts of strategic financial management.
2. To impart knowledge on strategies that support corporate finance.

**Module 1: Concepts of strategic financial management-** Strategic Business Units-responsibility Accounting- Strategies for wealth maximization- Investment decisions, financing decisions, dividend decisions, and working capital management.- strategic management for sustainable success, 9 s model.

**Module 2: Internal Cost- Profit Analysis- Strategic cost analysis,** Cost- Profit- Sales analysis using product and project, present performance and result ratio, analysis of post expansion

**Module 3: Financial aspects of corporate restructuring-** meaning of corporate restructuring, symptoms, financial symptoms, restructuring plan, various aspects of financial restructuring, consolidation of value change , restructuring through Amalgamation and Mergers, restructuring of sick organization .

**Module 4: Financial Engineering –** innovative financial engineering, innovative project finance instruments, venture finance, dealer finance, structured finance, Special Purpose Vehicles.

**Module 5:** Ethical issues in strategic finance- finance manager as a strategist- assessment of ethical financial performance- accounting disclosure for ethical financial management- transparency in operation

**References:**

1. Richard batler, Lesle Davis, Richard Pike and Joh Shine- Strategic Investment Decisions, Routledge, London and New York
2. NENAD DACEK,- The Future of business in emerging markets- Marshall Caven dish. Business
3. Samuel C Weaver, J Fred Weston: Strategic Financial Management- Application of Corporate Finance, Thomson Higher Education , USA
4. G.P Jakhotiya, Strategic Financial Management, Vikas Publishing House Pvt. Ltd.
5. John k Shank, Vijay Govindarajan- Strategic Cost Management- The new Tool for Competitive Advantage- The free press.
6. David Allen- An Introduction to strategic Financial Management- The key to long term profitability- Kogan Page

**MC324F- PAPER 4**

**ADVANCED COST AND MANAGEMENT ACCOUNTING**

**Objectives:**

- (i) To comprehend and familiarize the established techniques, methods and practices in advanced Cost and Management Accounting to the students.
- (ii) To introduce the evolving dynamic Cost and Management Techniques developed to support the emerging business models.

**Module-1 :Marginal Costing Techniques for Decision Making-** Meaning of marginal cost Equation and Marginal costing. *Role of Marginal costing in decision making*-fixation of selling price, Accepting additional orders, Quotations, Make or buy decisions, Key Factor Analysis, Own or Lease, Sell or further process, Closing down or suspending activities.

**Module-2 :Process Costing Application-** Features of Process Costing its applications in different situations- Inter process profits, Work in Progress, Calculation of Equivalent Production and its procedure under different cases namely (a)When there is only closing work in progress, but with no process losses. (b)When there is only closing work in progress, but with process losses (c)When there is opening as well as closing Work in Progress, but with no process loss.

**Module-3: Standard Costing and Variance Analysis-** (a)Material Variance( **Review only**)- Material cost variance, Material price variance, Material usage variance, Material Mix Variance, Material Yield Variance, (b)Labour Variance-Labour cost variance, Labour Efficiency variance, Labour Idle time variance, Labour Mix Variance, Labour Yield Variance,(c) Overhead Variance-Fixed overhead variance, Variable overhead variance, Volume Variance, Expenditure variance, Capacity variance, Calendar Variance, Efficiency Variance (d)Sales Variance-Total Sales Variance, Sales price variance, Sales Volume Variance, Sales Mix Variance, Sales Quantity Variance. Reconciliation of Budgeted Cost and Revenue with the help of Variances.

**Module-4: Transfer Pricing Applications:** Concept, Divisional performance, Alternative Transfer pricing methods-Market based Transfer pricing, Marginal cost Transfer pricing, Full cost Transfer pricing, Cost plus mark up Transfer pricing, Negotiable Transfer pricing, Marginal cost and Opportunity cost Transfer pricing, International Transfer pricing.

**Module 5 :Ratio analysis, Fund flow analysis and Cash flow analysis** -Liquidity Ratio, Leverage Ratio, Capital structure ratio, Profitability ratio, Turnover ratio –Fund flow analysis and Cash flow analysis.

### **Module 6: *Evolving Cost management Practices***

#### **(a)Activity Based Costing**

Need for emergence of Activity Based Costing (ABC), Concept of ABC, How to develop an ABC system, Allocation of overheads under ABC, Implementation of ABC, Support of ABC system towards corporate strategy, Practical Problems based on basic concepts.

#### **(b)Target Costing**

Origin, definition, steps towards target costing, Target costing process, features and Advantages, Practical Problems based on basic concepts.

#### **(c) Life Cycle Costing**

Life Cycle Costing (LCC), stages of product life cycle, benefits of product life cycle costing, Life Cycle Costing process- Costing for different stages, Practical Problems based on basic concepts.

#### **(d)Total Quality Management**

Quality as a corporate strategy, TQM and role of Management Accountant, Classification of Quality Costs, Practical Problems based on basic concepts.

#### **(e)Economic Value Added**

Concept, Need and significance, Return on Capital base, Residual Income, Divisional Performance measurement, merits over traditional performance measures.

#### ***Reference Books***

Advanced Cost and Management Accounting SP Jain, KL Narang, SimmiAgrawal, Kalyani Publishers, New Delhi.

Prasad.N.K. Advanced Cost Accounting, Book syndicate Pvt.Ltd, Kolkata

Khan.M.Y. and Jain P.K. Advanced Cost Accounting, Tata McGraw Hill Publishing Co.Ltd.New Delhi.

Arora M.N. Principles and Practices of Cost Accounting-Vikas Publishing House New Delhi

Maheswari SN. Cost and Management Accounting, Sultan Chand and Sons, NewDelhi.

Thulsian.PC. Practical Costing, Vikas Publishing House New Delhi

Colin Drury, Management and Cost Accounting, Cengage Learning India Pvt.Ltd, New Delhi.

Horngren, Foster and Datar, Cost Accounting A Managerial Emphasis, Prentice Hall of India Pvt.Ltd, New Delhi.

## **MC325F- PAPER 5**

### **INDIRECT TAX LAWS AND PRACTICES**

**Objectives : 1. To** gain expert knowledge of the principles and laws relating to the Service Tax, Central Excise Duty, Customs duty and Central Sales Tax

**Module 1: Introduction-** Definition – Scope – Nature – Difference between direct and indirect tax

**Module 2: Service Tax In India - Procedure-** Introduction – Exempted Services Vs Services included in the negative list - General exemption from payment of Service Tax - Registration-issue of invoice – bill or challan or consignment note – person liable to pay Service Tax - Payment of Service Tax – Exemptions available for small service providers - returns – Large tax payer – records and access to a registered premises.

**Module 3: Demand, Adjudication, Offences and Other Provisions**

Assessment - Recovery of service tax – Provisional attachment – Publication of Information in respect of defaulters – Penal consequences – reasonable Cause – Prosecution cause – Power to

search premises – Appeals – Recovery of amount due to Central Government – Power of Central Govt. to grant exemption – Power to Grant Rebate – Power to make Rules - GATT and Tax

**Module 4: Central Excise Duty-** Definition of Central Excise Duty- Nature of Excise Duty – Scope of Excise Duty – Levy – Kinds of excise duty – Merits and Demerits of Excise duty - important definitions—General Procedures of Central Excise -- registration – Central Excise Duty Authorities and their Powers –Penalties, Offences and Punishments - Appeals and Revisions- Tax Liability and Valuation of Goods–Penalties, Offences and Punishments- Concession to small scale industries

**Module 5: Customs Duty-** Definition of Customs Duty – Importance – demerits - Important definitions – basis of determining Customs Duty – Import and Export Manifest- Specified Goods - Export policy -CustomsDuty Authorities and Powers – Penalties and Prosecutions – Appeals and revisions–Tax liability and valuation of Goods - Baggage Rules –Import procedure and Documents – Export Procedure and Documents.

**Module 6: Central Sales Tax -** Definition of Central Sales Tax- brief history – Central Tax Sales (Amendment) Act – 2001 – Important features of the Act - Objects of enacting the Central Sales Tax Act– Important definitions - Principles for determining different Categories of Sales – Sales Tax Liability – Registration of Dealers – Levy and Collection of Tax- Penalties and Prosecution – Sales Tax Authorities – Application of State Sales Tax Law –Power of Government to make Rules –Liability in special cases – Settlement of Disputes

### **References**

1. Indirect Taxes - Dr. H.C Mehrotra and Prof.V.P. Agarwal, SahityaBhavan Publications, Agra
2. Indirect Taxes – V.S.Datey, Taxman Publications, New Delhi.
3. Indirect Taxes – Dr. V. Balachandran, Sultan Chand and Sons, New Delhi

## **MC326F- PAPER 6 INTERNATIONAL FINANCE**

### **Objectives:**

1. To familiarise the students with the international financial markets and instruments.
2. To create awareness on the global financial markets and institutions
3. To convey an understanding on the management of funds by MNCs

**Module 1 : International Finance-** Meaning and Scope of international finance- components of global financial markets -Recent trends in global financial markets-sourcing funds globally.

**Module 2 :International Financial Markets-**Overview of the International Financial Market- Markets for Foreign Exchange and Derivatives, Market for Currency Futures, Currency Options and SWAPS –Risk management computation-Exchange Rate Mechanism, Exchange Rate theories and models of exchange rate – Computation of Exchange Rate: Gold Standard : Features, weaknesses. Bretton Woods System – Features-Weaknesses-Fixed parity System- Collapse of fixed parity System-Floating Rate System: Independent Float and Managed Float- Currency Pegging: Pegging to single Currency -Pegging to basket of Currencies - Pegging to SDRS (Special Drawing Rights) convertibility of Indian rupee

**Module 3 : International Investment Decision-**Foreign Direct Investment-Current issues in Foreign Direct Investment –FDI in India-Opening up of various sectors-FIIs and Financial markets.

**Module 4: International Financial Institutions and Instruments-** International Development Banks-World bank-IMF and monetary system-Asian Development bank –Balance of payment-



components-Financial Market Instruments, ADR-GDR-Euro-IDR-Financial Swaps Foreign Bonds ,Euro Bonds , Global Bonds, Convertible Bonds, Floating rate Notes (only theory)  
**Module 5: International Project Appraisal** -- Issues involved in Investment Analysis – Cross Border Investment Analysis -portfolio investment in the international arena-International CAPM (only theory)

**Module 6: Financial Management of MNCs**— Financing-Investment--Liquidity decisions – Risk management-ALM in compliance with global standards-Managing Liquidity for MNCs (only theory)

**References:**

1. Ian H. Giddy, 'Global Financial Markets' AITBS
2. Kirt C. Butler, 'Multinational Finance' Thomson south western
3. Gurusamy S, 'Global Financial Institutions', Vijay Nicole and Tata McGraw Hill
4. S. Kevin , Fundamentals of International Financial Management, Prentice Hall of India, New Delhi.
5. Reid W. Click and Coval, 'International Financial Management' Prentice Hall India
6. Rite M Rodriguez, "International Financial Management", E Eugene Carter Prentice Hall, New Delhi
7. Alan C Shapiro, "Multinational Financial Management", Allyn and Pacon Ioc, Boston
8. Adrin. Buckley, "Multinational Finance", Hcrit, New Delhi
9. Madura, Jeff, "International Financial Management, West Publishing Company.
10. Apte P.G. International Financial Management, Tata McGraw Hill, New Delhi
11. Machiraju H R, International Financial Markets in India, New age international Publishers, New Delhi
12. Annual Reports of IMF, World Bank, ADB.

**Web References**

[www.internationalfinancemanagement.com](http://www.internationalfinancemanagement.com)

[www.onlinelibrary.wiley.com](http://www.onlinelibrary.wiley.com)

[www.emeraldinsight.com](http://www.emeraldinsight.com)

## **MC327F -PAPER 7**

### **MANAGEMENT OPTIMIZATION TECHNIQUES**

**Objectives:**

1. To impart knowledge on various facets of project management viz. project preparation, feasibility study as well as project scheduling and monitoring.
2. To convey basic principles of project optimization using various Operational Research tools.

**Module 1:** Optimization Techniques - Introduction to Management Science/ Operations Research- Definition –Nature and Importance- Steps in intelligent decision making- Modeling Techniques - Linear Programming – Formulation of LPP – Maximize, Minimize objective function-constraints and non-negativity conditions- Graphical solution –optimal solution- Infeasible and unbounded solutions- degeneracy- Simplex Method – Slack, surplus and artificial variables- Duality – Primal and Dual Problem

**Module 2:** Optimization Techniques (contd.)Transportation Problems-Balanced and Unbalanced- initial basic feasible solution using North West corner rule, Lowest Cost Entry and Vogel Approximation method- optimal solution- Modi Method- Assignment Problem – Hungarian Method for solving assignment problem- Travelling Salesmen problem – Unbalanced Assignment problem

**Module 3:**Other Optimization Techniques Game Theory- Pure and Mixed Strategy- Pay off matrix- Maximin and Minimax – Saddle point- Solution of pure strategy games- Arithmetic method of solving mixed strategy games -Replacement theory- replacement of capital items and items that fail completely- Individual and group replacement policy

**Module 4:** Project Scheduling and Monitoring Network Analysis - Network analysis: scheduling and control of projects via identification of the critical path- free independent and total float (slack), PERT – time estimates and probability of completion - cost/time tradeoff analysis- crashing of projects and resource considerations

**Module 5:** Queuing Theory- Models (Simple problem),-Inventory models- computation

**Reference:**

1. JK Sharma- operation Research- Theory and Practice- Mac Millan
2. Bhavesh M Patel, “Project management” Vikas Publishing House
3. John M. Nicholas, Project management for business and Technology- Problems and practice.
4. Clifford F Hry, Erik W. Larson and Goutam V Desai- “ Project Management- the Managerial process”, Tata Mc Graw Hill Education Pvt. Ltd. , New Delhi.
5. Harvey M Wagner- “Principles of Operation Research, PH Learning Pvt. Ltd.

## **MC328F PAPER 8**

### **FINANCIAL STATEMENTS- INTERPRETATION AND REPORTING**

**Objectives:**

1. To familiarise the students about the new developments in the reporting of financial statements.
2. To equip the students with the techniques to interpret the financial statements

**Module 1:Financial Reporting an Introduction-** Introduction – Causes of International Differences – major differences in Financial Reporting – Indian GAAP, US GAAP, IAS, and IFRS. International organizations engaged in accounting harmonization. International Classification of Financial Reporting – International Harmonization of Accounting – The Requirements of International Accounting Standards –Role of IFRS in Cross Border Capital Allocation.

**Module 2: IFRS Framework-** International Financial Reporting Standard (IFRS) meaning of standardization. The structure of IFRS. Process of IFRS Standard Setting – Constraints - Hierarchy of Standards. IFRS adoption or convergence in different countries – IFRS 1 (First time adopters).

**Module3: IFRS Coverage-** International Financial Reporting Standards 2 – 13(a brief study), Case studies on compliance with IFRS by Indian Companies and MNCs.

**Module 4: IFRS for MNC operations**

Issues in International Accounting – Consolidation – Foreign Currency Translation – Segmental Reporting – Foreign Exchange risk management.

**Module 5 :Impairment of Assets** -Value in use – Net Realisable Value – Recognition – Impact on goodwill Corporate Assets – Reversal of impairment loss, impact on depreciation.

**Module 6: Developments in Financial Reporting and interpreting-** Value Added Statement – Economic Value Added – Market Value Added – Shareholder’s Value Added – Human Resource Reporting (conceptual framework only). Interpreting Financial Statements: interpreting Income statements, interpreting Balance sheets and interpreting Cash flow statements.

### **Recommended Books**

1. International Accounting by Timothy S. Douppnik; Hector Perera
2. International Accounting: A User Perspective by Shahrokh M. Saudagaran
3. International Accounting by Frost; Frederick D. S. Choi; Meek
4. International Financial Reporting Standards (IF

## **Second Year M Com Elective Marketing**

### **MC321M- PAPER 1 MARKETING RESEARCH**

#### **Objectives:**

**1 To understand the relevance of Marketing research**

**2 To learn the applications of research in a marketing context**

#### **Expected Outcome**

The goal of the course is to familiarize students with the fundamentals of Marketing Research. Marketing Research involves developing research questions, collecting data, analyzing it and drawing inferences, with a view to making better business decisions.

**Module 1: Introduction** -Introduction to Market Research Types of Research – Basic & Applied, Nature, Scope, Objectives, Importance & Limitations of Market Research. Marketing Research activities – Steps involved in Research process - Problem identification and definition; Determination of information needs; Developing research proposal-Market research v/s Marketing research-Research Design – types of Research Design .

**Module 2: Method of data collection-** Sources and collection of Marketing Data. Secondary data – Advantages & Limitations, Sources – Govt. & Non Govt. Primary Data – Advantages & Limitations, Sources, Methods of Collection Primary Data – Observation, Mail, Personal Interview, Telephonic Interview, Internet Interviewing- survey errors.

**Module 3: Sampling** -Sampling, Questionnaire & Scaling Techniques. Probability and Non Probability Sampling, Sampling methods, Sample Design. Questionnaire design and drafting. Scaling techniques like Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, Rating & Ranking Scales. Hypothesis testing-Introduction-Types of tests and test selection- One sample test-Two-Independent Sample tests-Two-related sample tests-Chi-square test-Tests for large and small samples-ANOVA.

**Module 4: Data processing and analysis of data** - Data Processing and Tabulation- Editing coding, problems in editing, tabulation. Data Analysis- Measurement of central tendency, dispersion, univariate analysis, bivariate analysis, multidimensional analysis- Multivariate analysis, (Factor analysis, cluster analysis, multidimensional analysis, conjoint analysis).-Market and Sales Analysis-Sales forecasting – objective and subjective methods-Test marketing-positioning research.

**Module 5: Emerging trends in Marketing Research**-Marketing research in the social media (facebook, myspace, blogs)-Marketing research in the motion picture industry-Marketing research in the TV industry-In-store shopper marketing-Online brand perception research-Online targeted advertising - Applications of Marketing Research -Product research; Advertising research; Market and sales analysis; Marketing research in India; Ethical issues related to marketing research.

**Module 6: Marketing research writing** -Interpretation and Report Writing: Interpretation, types of research reports, guidelines for writing a report-Purpose of Report-Classification of Report-Functions of Research Report- Principles of report writing-Fundamentals of good reports-writing a report format, evaluation of research report.

**References Books:**

1. Marketing Research by Ramanuj Majumdar
2. Marketing Research by Mishra
3. Marketing Research by MV Kulkarni
4. Marketing Research by DM Sarawte.
5. Research for Marketing Decisions by Paul Green, Donald Tull.
6. Marketing Research-Rajendra Nargundkar(Tata Mc)
7. Business research Methods-Donald R.Cooper.
8. Market research-G.C.Beri
9. Marketing Research -Aaker
10. Marketing Research -Tull & Hawkins

**MC322M -PAPER2  
INTERNATIONAL MARKETING**

**Objectives:**

- *To familiarize the students with the concept and issues of international marketing and enable them to analyze the foreign market environment and develop international marketing strategies for a business firm.*

**Module 1:Introduction:** Introduction to marketing (Basic concepts only), International Marketing- an overview; International marketing management process, International marketing information system. International Market Segmentation, Targeting and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.

**Module 2:Global Marketing Environment:** Economic Environment, Socio-cultural Environment, Legal and statutory framework, Need for Environmental analysis, Country Risk Analysis, Global Marketing Research and information System, Research Process of International

Marketing.

**Module 3: International Product Planning and Pricing decisions:** International marketing mix International product policy ; Product positioning in foreign market; Product standardization and Adoption ; Brands, Trademarks, Packaging and Labeling ; International marketing of services ; International product pricing policy ; Factors affecting international price determination ; methods of Pricing for international markets.

**Module 4: International Distribution Decisions:** Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Factors affecting choice of channels; Locating, selecting and motivating channel members; International logistics and supply chain management; Planning and Issues .

**Module 5: International promotional policy:** Concept; International advertising; Developing International advertising strategy ; International sales promotion strategies ; Other forms of promotion for global markets.

**Module 6 : Emerging trends in International Marketing:** International Marketing through Internet; Ecological concerns and international marketing ethics.

**References:**

1. Dr.K. Karunakaran, ‘Marketing Management ( Text and cases in Indian Context)’ . Himala Publishing House.
2. Philip Kotler and Kevin Lane Keller, ‘ Marketing Management’ , Prentice Hall.
3. Dana – Nicoleta, Laseu, ‘International Marketing’ , Biztantra.
4. Warren J. Keagan, Mark Green, ‘Global Marketing 3/e, Prentice Hall.
5. Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan,InternationalMarketing,TataMcGraw Hill.
6. Philip R. Cateora, John Graham, ‘International Marketing’ , Irvine – Sage Publications.
7. Michal R. Czinkota, Illkka A. Ronkainen, ‘Best Practices in International Marketing’ , Harcourt college Publishers.
8. P.K. Vasudeva, ‘International Marketing’ Excel books.
9. R. Srinivasan, ‘International Marketing’ Prentice Hall India.
10. Rajagopal, International Marketing, Vikas Publishing House.
11. Francis Cherunilam, ‘International Business’ , PHI Learning Private Limited

**MC323M -PAPER3**  
**LOGISTIC MANAGEMENT**

**Objective**

The objective of this course is to enable students understand the importance and dynamics of a firm’s physical distribution functions and management of its supply chain.

**Module 1:** Introduction to distribution logistics: Nature, importance and scope of logistic decisions; Systems approach to logistics; integrates logistics; Total cost concept; supply chain management- nature, importance and interface with logistics; Concept of customer service.

**Module 2:** Transportation and physical Distribution: Importance and modes of transportation Selection of transportation modes; Multi modal transportation; Documentation and carrier liabilities. Inter – state good movement and problems; Transportation management.

**Module 3:** Inventory control: Economic order quantity under conditions of certainty and uncertainty; Inventory requirements as function of number of stock locations; techniques of inventory control.

**Module 4:** Warehousing: Role and modern concept of warehousing; private vs public warehousing; Planning warehousing operations; Site selection, warehouse layout. Material handling; Management of receipts and issues; Computers and warehouse management.

**Module 5:** Order Processing: Importance to customer service; Model of Performance measurement; Packaging and utilization.

**References:**

Bowersox and others: Physical Distribution Management. Tata McGraw Hill, New Delhi  
Dobler, D.W; Purchasing and Supply Management Tata McGraw Hill, New Delhi  
Glaskowsky N.A: Business Logistics, Dryden Press, Ohio  
Khanna, K.K: Physical Management, Himalaya Publishing House, New Delhi

**MC324M PAPER- 4**  
**ADVERTISING & SALES PROMOTION**

This course aims to develop understanding of the concepts and techniques of advertising and sales promotion. Learning the applications of promotional tools as part of Marketing is also envisaged

**Module 1 :**Marketing Communications- Meaning; Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Marketing Communications Planning and Budgeting Process.

**Module 2 :**Advertising- Definition, Importance & Scope; Types of Advertising; Integration of Advertising with Other Elements of Marketing Communication Mix; Role of Advertising in Branding; Advertising for Industrial Products; Advertising Planning and Objectives; Budgeting; Creative Strategy- Big Idea, Advertising Appeals, Advertising Execution Styles; Celebrity Endorsement; Creative Tactics & Format; Creative Execution of Print & Television Advertisements

**Module 3:** Advertising Media Planning & Strategy- Media Types; Media Objectives; Media Selection; Media Budgeting; Media Scheduling; Implementation of Media Plan; The Internet as an Advertising Medium- Online advertising, Search Engine Marketing, Pay Per Click Advertising; Online Banner Advertisements, Pop-ups, Viral Advertising; Media Research

**Module 4:** Advertising Agency- Role, Functions, Organisational Set-up; Types of Advertising Agencies; Selection & Compensation of Advertising Agencies; Regulatory Framework of Advertising in India- Legislations affecting advertising; Role of ASCI & AAI in the regulation of advertisements; Ethical and Social Aspects of Advertising- Surrogate Advertising, Subliminal Advertising.

**Module5:** Sales Promotion- Definition, Importance & Scope; Need and Objectives of Sales Promotion; Types of Sales Promotion- Consumer, Trade & Sales Force Promotion; Developing and Implementing Sales Promotion Campaign; Sales Promotion Budgeting; Sales Promotion Evaluation; Effect of Sales Promotion on Brand Equity; Recent Trends in Sales Promotions; Legal & Ethical Aspects of Sales Promotion.

**Module 6:** Integrated Marketing Communications- Definition & Scope, Evolution of IMC; Role of IMC in the Marketing Planning Process; Reasons for the Growth of IMC, Integration Process of Marketing Communications; IMC for Consumer & Industrial Products; Ways for Successful Implementation of IMC; IMC Budgeting; Online Marketing Communications; Legal & Regulatory Aspects of IMC.

**References:**

1. Kruti Shah & Alan D'Souza, Advertising & Promotions: An IMC perspective, Tata McGraw Hill
2. S H H Kazmi & Satish K Batra, Advertising & Promotions, Excel Books
3. S.A. Chunawalla & K.C. Sethia, Foundations of Advertising Theory & Practice, Himalaya Publishing
4. Manendra Mohan, Advertising Management-Concepts and Cases, TMH
5. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai
6. George Belch, Michael Belch & Keyoor Purani: Advertising and Promotion-An Integrated Marketing Communications Perspective, Tata McGraw Hill
7. Terence A. Shimp, Advertising & Promotion: An IMC approach, Cengage Learning
8. Aakar, Batra & Myers Advertising Management, Prentice Hall
9. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
10. Kenneth Clow & Donald Baack, Integrated Advertisements, Promotion & Marketing communication, Prentice Hall of India
11. Tom Duncan: Principles of Advertising & IMC, Tata McGraw Hill
12. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, Marketing Management: A South Asian Perspective, Pearson Education
13. Bolen William H, A Genre-based Analysis of Property Advertisements, London John Wiley & Sons

**Journals:**

1. Journal of Advertising
2. Journal of Marketing
3. Indian Journal of Marketing
4. Indian Management
5. Journal of Consumer Behaviour

**MC325M -PAPER 5**

**AGRICULTURAL AND RURAL MARKETING**

**Course Objectives**

1. To learn how general marketing concepts apply to agricultural and rural marketing
2. To impart knowledge in enabling the taught to critically analyze the methods of agricultural and rural marketing

**Module1..** Agriculture Marketing- Definition, Scope, Concepts and Objectives, Differences in Agricultural and Consumer Marketing, Constraints in Agricultural Marketing.

**Module 2.** Role of Agriculture in Economic Development of India - Role of Government in Agricultural Development.

**Module 3.** Agribusiness-Emerging Branches-Non Conventional Form of Agribusiness-Export Potential for Farm Products – Supporting Services

**Module 4.** Advantages& Limitations of Organized Retailing in Agri Inputs and Outputs- Recruitment of Human Resources in Agri Marketing and New Trends in Agricultural Marketing

**Module 5.** Rural Marketing- Features, Significance , Scope and Limitations- Segmentation in Rural Marketing-Classification of Products and Services in Rural Marketing- Marketing Mix for Rural Products- Innovative Distribution Channels

**Module 6.** Cooperative Marketing- Concepts, History, Functions-Reasons for Slow Progress of Cooperative Sector

### ***Reference Books***

Rural Marketing- Challenges and Opportunities	H C Purohit
Rural Marketing In India-Strategies and Challenges	Ruchika Ramakrishnan
Rural Market and Agricultural Marketing	Kiran Sankar Chakraborty
The Rural Marketing Book	Pradeep Kashyap& Siddharth Raut
Agricultural Marketing in India	S S Acharya and N L Agarwal Oxford & IBH Publishing
Co Pvt Ltd, Culcutta	
Agribusiness Management In India- Text&Cases-	Dr. Subhash Bhawe

## **MC326M- PAPER 6 INDUSTRIAL MARKETING**

### **Course objectives:**

1. To learn how general marketing concepts apply to industrial business contexts.
2. To impart knowledge in enabling the taught to critically analyze firm- specific industrial marketing issues.

**Module1.** Nature of industrial marketing: Industrial marketing vs. consumer marketing- Relational approach to industrial marketing – The nature of industrial demand & Industrial customer

**Module2.** Type of industrial products: Major equipment, Accessory equipment, Raw and processed materials, Components parts and sub -assemblies, Operating supplies, Standardized and non- standardized parts, Industrial services

**Module3.** Organizational influences on buying behavior: Buying roles, The buy grid model, The organization buying decision process- Purchasing systems- Auctions- Documentation- Bids- Order – Placement- Follow up- Receipt and inspection



**Module4.** Industrial product decisions: Industrial product life cycle – Industrial product mix determinants viz. Technology- Competition- Operating capacity- Shift in location of customers- Government controls – Changes in level of business activity

**Module5.** Pricing of industrial products: Pricing objectives- Price decision analysis- Break Even Analysis- Net pricing- Discount pricing – Trade discount – Geographic pricing- Factory pricing- Freight allowance pricing- Terms of sale – Outright purchase- Hire purchase – Leasing

**Module 6.** Promotion of industrial products- Supporting salesman- Motivating distributors – Stimulating primary demand- Sales appeal – Publicity & sponsorships – Trade shows – Exhibits – Catalogs – Samples- Promotional letters – Promotional novelties

***Book recommended:***

1. Anderson, Customer Relationship Management, Tata MaGraw Hill.
2. Daragh O Reilly and Julian J Gibas, Bulding Buyer Relationships, Macmillian India Ltd.
3. Michael D Hutt and Speech T.V , Industrial Marketing Management, The Dryden Press.
4. Robert Dwyer F., Business Marketing, MaGraw Hill.
5. Robert & Reeder, Edward G. Briety and Betty H. Reeder, Industrial Marketing: Analysis Planning and Control. Prentice Hall of India Ltd
6. Industrial Marketing – P K Ghosh

**MC327M- PAPER 7**

**SERVICES MARKETING**

***Learning Objectives***

1. To understand the differences between services and physical goods and to understand how these differences translate into marketing.
2. To prepare students to be successful managers in this increasingly service-oriented economy.

**Module 1: Marketing Services** -Concept of services – importance - Goods & Services marketing - Growth of the service sector - Emergence & Reasons for the growth of service sector in India, - Product to Services, the Challenges - The Service Sector - Meaning and Types of Service - Why Services Marketing? - Classifying Services - Service economy and the nature of services – Service Marketing Implications - Service and Technology - Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

**Module 2 :The Services Marketing Mix- 7 P's of service marketing** - *Product* - Product differentiation, product levels - *Pricing* of services- pricing concepts, pricing strategies for services - *Place*-Service distribution, components of service delivery system, potential management, problems associated with services delivery - *Promotion*- Challenge of Service communication - Service Advertising Strategies - *People*- Importance of people in service marketing, Role of various people involved - *Physical Evidence* - concept of Physical Evidence, types of Physical Evidence in various services - *Process*-concept, types of process.

**Module 3:Consumer Behaviour in Services** - Customer Behavior in Service Settings - Consumer Choice - Consumer Experience – Post Experience Evaluation - Customer Expectations of Service - Importance of Customer Expectations - Factors that Influence Customer Expectations of Service - Issues Involving Customer Service Expectations - Ensuring high Customer Satisfaction - Understanding differences among Consumers - Internal marketing of Services – Customer Experience Management (CEM) - Customer Satisfaction Measures - Demand Management in Services - Supply and Demand considerations in Services – E Services Marketing.

**Module 4: Dimensions of Service Quality** -Delivering Quality Service - Challenges of Measuring Service Quality - Employees role in Service Delivery - Service quality research and measurement-SERVQUAL - Quality standards, factors and solutions - Developing appropriate and effective communication about service quality - Service Product - Service Processes - Service Recovery - How Customers Respond to Service Failures - Recovery Expectations - Service Recovery Strategies - Service Recovery Process - Service Guarantees - The Customer Gap - The customer expectations versus perceived service gap - Closing the Gaps - Key factors and strategies for closing the gap - GAPS Model of Service Quality.

**Module 5: Building Customer Relationships in Services-** CRM issues in services - Relationship Marketing - Strategizing on HRM - Employee Role in Service Delivery - Service Culture - The Critical Importance of Service Employees - Boundary-Spanning Roles - Service delivery and Organization Culture and Climate - Focusing on the Customer - Relationship Development Strategies - Relationship Challenges.

**Module 6: Modern Trends in Services Marketing-** *Live Project* based on marketing of services in Financial Services/Health Services/Hospitality Services including travel and tourism/Professional Services/Public Utility Services - Developing Sustainable Service Models.

**References Books:**

1. Zeithaml V, Bitner M.J. & Gremler D.D.and Ajay Pandit (2012), *Services Marketing: Integrating customer focus across the firm*. Special Indian Edition, McGraw-Hill Education Pvt. Ltd., New Delhi.
2. Christopher Lovelock and Jochen Wirtz (2011) *Services Marketing: People, Technology, Strategy*, Seventh Edition, Pearson Publishing.
3. Schmitt, Bernd H. (2003) *Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers*, Wiley, ISBN 0471237744.
4. Ramneek Kapoor, Justin Paul and Biplab Halder (2011) *Service Marketing: Concepts & Practices*, Tata McGraw-Hill Education Private Ltd., New Delhi.
5. Philip Kotler and Paul N Bloom (1984) *Marketing Professional Services*, Prentice Hall, New Delhi.
6. Lovelock and Wright (2002) *Principles of Service Marketing and Management*, 2nd edition, Prentice Hall.
7. S.M. Jha (2003) *Services Marketing*, Himalaya Publishing House, New Delhi. ISBN. 9788170408307
8. Natarajan,L ( 2013 ) *Services Marketing*, Margham Publications, Chennai.
9. R. Srinivasan (2014) *Services Marketing: The Indian Context*, Prentice Hall India Learning Private Limited; Fourth edition, ISBN-10: 8120350340.
10. Harsh V. Verma (2011) *Service Marketing: Text and Cases*, Second Edition, Pearson Education; ISBN-10: 8131754472.
11. Rajendra Nargundkar (2010) *Services Marketing*, McGraw Hill Education (India) Private Limited; 3 edition, ISBN-10: 0070682127.
12. Ravi Shankar (2002) *Services Marketing*, Excel Books, ISBN-10: 8174462678.

13. K. Rama Mohana Rao (2011) Services Marketing Paperback, Pearson Education; Second edition, ISBN-10: 8131732258.
14. Adrhian Payne (2009) The Essence of Marketing, Prentice Hall of India Pvt. Ltd., New Delhi.

#### **Further Readings**

1. Grönroos, C. (2006) Adopting a service logic for marketing. *Marketing Theory*, Vol. 6, No. 4, 317-333.
2. Grönroos, C. (1984) A service quality model and its marketing implications. *European Journal of Marketing*, Vol. 18, No. 4, 36-44.
3. Parasuraman A., Zeithaml, V. A. & A. Malhotra (2005) E-S-QUAL a multiple scale for assessing electronic service quality, *Journal of Service Research*, Vol. 7, No. 3, 213-233.
4. K. Douglas Hoffman and John E. G. Bateson (2008) Services Marketing: Concepts, Strategies, & Cases, Fourth Edition, available at [http://www.cengagebrain.com/content/hoffman39399\\_1439039399\\_02.01\\_chapter01](http://www.cengagebrain.com/content/hoffman39399_1439039399_02.01_chapter01).

### **MC328M-PAPER 8**

### **MANAGEMENT OPTIMIZATION TECHNIQUES**

#### **Objectives:**

1. To impart knowledge on various facets of project management viz. project preparation, feasibility study as well as project scheduling and monitoring.
2. To convey basic principles of project optimization using various Operational Research tools.

**Module 1** Optimization Techniques - Introduction to Management Science/ Operations Research- Definition –Nature and Importance- Steps in intelligent decision making- Modeling Techniques

**Module 2:** Linear Programming – Formulation of LPP – Maximize, Minimize objective function- constraints and non-negativity conditions- Graphical solution –optimal solution- Infeasible and unbounded solutions- degeneracy- Simplex Method – Slack, surplus and artificial variables- Duality – Primal and Dual Problem.

**Module 3:** Optimization Techniques (contd.) Transportation Problems- Balanced and Unbalanced- initial basic feasible solution using North West corner rule, Lowest Cost Entry and Vogel Approximation method- optimal solution- Modi Method- Assignment Problem – Hungarian Method for solving assignment problem- Travelling Salesmen problem – Unbalanced Assignment problem.

**Module 4:** Other Optimization Techniques Game Theory- Pure and Mixed Strategy- Pay off matrix- Maximin and Minimax – Saddle point- Solution of pure strategy games- Arithmetic method of solving mixed strategy games- Replacement theory- replacement of capital items and items that fail completely- Individual and group replacement policy.

**Module 5:** Project Scheduling and Monitoring Network Analysis - Network analysis: scheduling and control of projects via identification of the critical path- free independent and total float (slack), PERT – time estimates and probability of completion - cost/time tradeoff analysis- crashing of projects and resource considerations

**Module 6:** Queuing Theory- Models (Simple problem), -Inventory models- computation

#### **References:**

1. JK Sharma- operation Research- Theory and Practice- Mac Millan
2. Bhavesh M Patel, "Project management" Vikas Publishing House
3. John M. Nicholas, Project management for business and Technology- Problems and practice.
4. Clifford F Hry, Erik W. Larson and Goutam V Desai- " Project Management- the Managerial process", Tata Mc Graw Hill Education Pvt. Ltd. , New Delhi.
5. Harvey M Wagner- "Principles of Operation Research, PH Learning Pvt. Ltd.
6. Hamdy A Thaha, Operations Research – An Introduction, Pearson Prentice Hall