

Scheme and Syllabus

(Choice Based Credit System)

Masters of Commerce



Department of Commerce
University Institute of Commerce and Management
Sant Baba Bhag Singh University
2019-20

FACULTY OF COMMERCE

SCHEMES & SYLLABI

FOR

M.Com (Accounting & Finance)

M.Com (Banking & Insurance)

M.Com (Marketing)

First to Fourth Semester Examinations



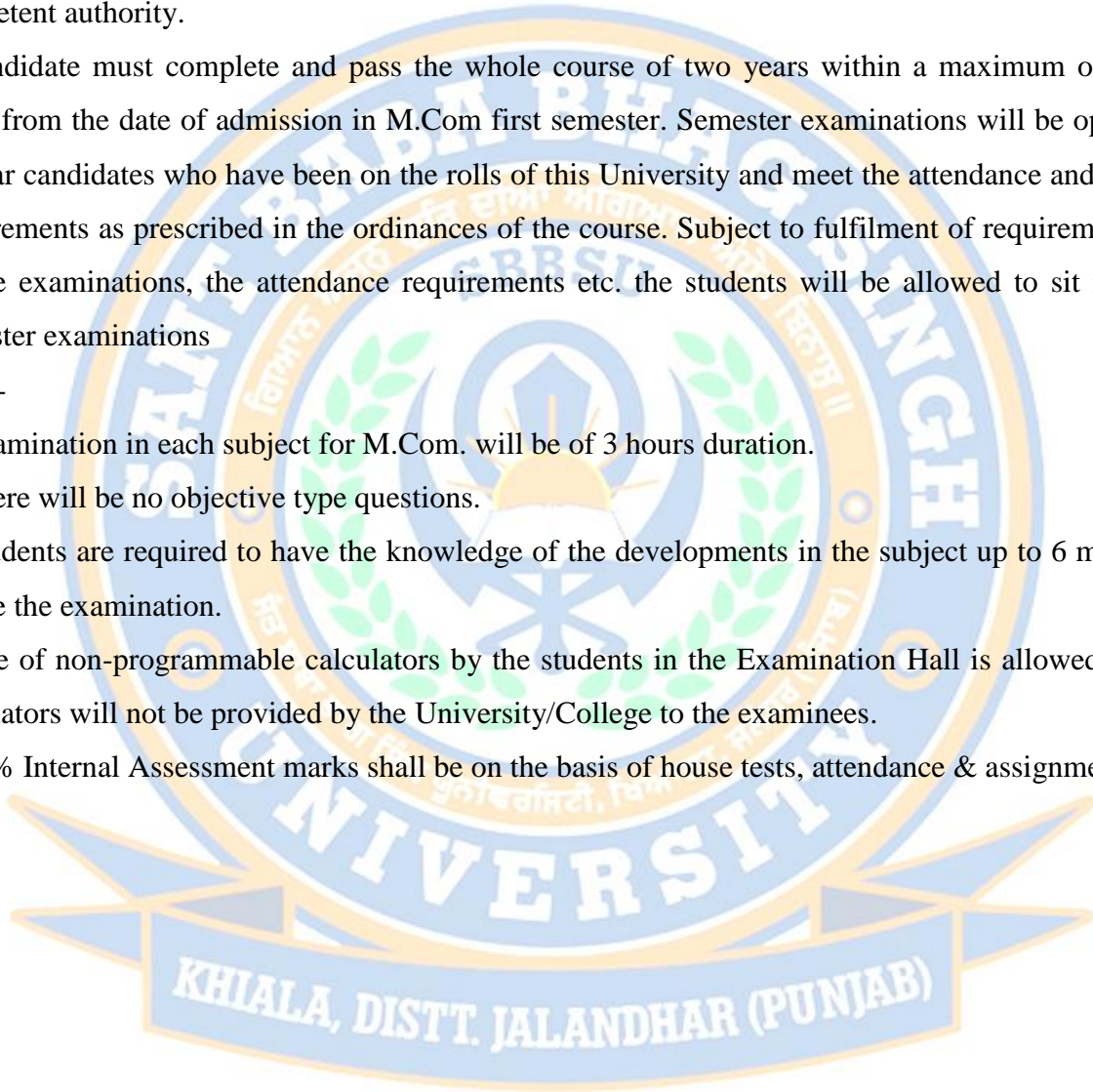
SYLLABI FOR M.COM.

M.Com is an integrated course comprising different parts spread over two years. Each part will consist of two semesters. The course of study of M.Com shall be divided in four semesters and university examination will be held at the end of every semester in the months of November /December(for semester I &III) and April/May (for semester II &IV) or as decided by the competent authority.

A candidate must complete and pass the whole course of two years within a maximum of four years from the date of admission in M.Com first semester. Semester examinations will be open to regular candidates who have been on the rolls of this University and meet the attendance and other requirements as prescribed in the ordinances of the course. Subject to fulfilment of requirement of House examinations, the attendance requirements etc. the students will be allowed to sit in the semester examinations

Note:-

1. Examination in each subject for M.Com. will be of 3 hours duration.
2. There will be no objective type questions.
3. Students are required to have the knowledge of the developments in the subject up to 6 months before the examination.
4. Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University/College to the examinees.
5. 50% Internal Assessment marks shall be on the basis of house tests, attendance & assignments.



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SANT BABA BHAG SINGH UNIVERSITY

M.COM. SCHEMES AND SYLLABUS

**(L): Lecture
(T): Tutorials
(P): Practical**

Semester-I

I: Theory Subjects

S No	Sub Code	Course Type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	COM501-19	Core-1	Managerial Economics	4:0:0	4:0:0	4 Hrs	4
2	MAT509-19	Core-2	Statistical analysis for Business	4:0:0	4:0:0	4 Hrs	4
3	MGT503-19	Core-3	Organisation Behaviour	4:0:0	4:0:0	4 Hrs	4
4	COM507-19	Core-4	Business Environment	4:0:0	4:0:0	4 Hrs	4
5	COM509-19	Core-5	Modern Accounting Theory & Reporting Practices	4:0:0	4:0:0	4 Hrs	4
6	ENG507-19	Ability enhancement-1	Professional Communication skills	3:0:0	3:0:0	3Hrs	3
			Total	23:0:0	23:0:0	23 Hrs	23

II: Practical Subjects

S No	Sub Code	Course Type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	CSA511-19	Ability Enhancement-2	Workshop on IT Applications in Commerce	0:0:4	0:0:2	4 Hrs	2
			Total	23:0:4	23:0:2	27 Hrs	25

Total Contact Hours: 27

Total Credit Hours: 25

KHALA, DISTT. JALANDHAR (PUNJAB)

Semester-II

I: Theory Subjects

S No	Sub Code	Course Type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	MAT524-19	Core-6	Research methodology	4:0:0	4:0:0	4 Hrs	4
2	MAT611-19	Core-7	Operations research	4:0:0	4:0:0	4 Hrs	4
3	COM502-19	Core-8	Financial management	4:0:0	4:0:0	4 Hrs	4
4	COM504-19	Core-9	Corporate Legal Environment	4:0:0	4:0:0	4 Hrs	4
5	COM506-19	Core-10	Corporate Regime For Business and Ethical Practices	4:0:0	4:0:0	4 Hrs	4
6	COM508-19	Core-11	Advanced Human Resource Management	4:0:0	4:0:0	4 Hrs	4
			Total	24:0:0	24:0:0	24 Hrs	24

II: Practical Subjects

S No	Sub Code	Course type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	COM510-19	Skill-Enhancement-1	Case Studies in Finance	0:0:2	0:0:1	2Hrs	1
			Total	24:0:2	24:0:1	26Hrs	25

Total Contact Hours: 26

Total Credit Hours: 25



Semester-III

I: Theory Subjects

S No .	Sub Code	Course Type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	COM601-19	Core-12	Strategic Cost Management	4:0:0	4:0:0	4 Hrs	4
2		DSE-1	Elective I	4:0:0	4:0:0	4 Hrs	4
3		DSE-2	Elective II	4:0:0	4:0:0	4 Hrs	4
4		DSE-3	Elective III	4:0:0	4:0:0	4 Hrs	4
5		Interdisciplinary Subject-I	To be offered by the outside department	3:0:0	3:0:0	3Hrs	3
			Total	19:0:0	19:0:0	19Hrs	19

S No.	Sub Code	Course Type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	COM603-19	Skill-enhancement-2	Case studies in Management	0:0:2	0:0:2	2 Hrs	2
2	COM605-19	Core-13	Seminar on summer training Report	0:0:0	0:0:4	-	4
			Total	19:0:2	19:0:6	21 Hrs	25

Total Contact Hours: 21

Total Credit Hours: 25



Semester-IV

I: Theory Subjects

S No.	Sub Code	Course Type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	COM602-19	Core-14	Corporate Tax Planning	4:0:0	4:0:0	4 Hrs	4
2	COM604-19	Core-15	Compensation Management & Employee Welfare	4:0:0	4:0:0	4 Hrs	4
3		DSE-4	Elective IV	4:0:0	4:0:0	4 Hrs	4
4		DSE-5	Elective V	4:0:0	4:0:0	4 Hrs	4
5		DSE-6	Elective VI	4:0:0	4:0:0	4 Hrs	4
		Interdisciplinary Subject-2	To be offered by the outside department	3:0:0	3:0:0	3Hrs	3
Total				23:0:0	23:0:0	23Hrs	23

II: Practical Subjects

S No.	Sub Code	Course Type	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	COM606-19	Skill Enhancement-3	Comprehensive Viva Voce	0:0:0	0:0:2	0	2
Total				23:0:0	23:0:2	23 Hrs	25

Total Contact Hours: 23

Total Credit Hours: 25

**CHOOSING AREA OF SPECIALISATION:

Each candidate shall choose an area of specialization by the end of the 2nd semester. Three specializations will be offered viz.

A. Finance and Accounting.

B. Banking & Insurance.

C. Marketing

In each of these specializations, there will be SIX discipline specific elective subjects in total, and THREE elective subjects will have to be studied in 3rd Semester & remaining THREE elective subjects will be studied by students in 4th Semester. The further details in this regard are as under:

(A) Discipline Specific Elective Subjects to be studied under Finance &Accounting:

For Third Semester:

1. Management control System (COM607-19)
2. International Economic Organizations (COM609-19)
3. Financial markets, institutions & services (COM611-19)

For Fourth Semester:

4. Security Analysis & Portfolio Management (COM608-19)
5. Financial Risk management (COM610-19)
6. Financial Derivatives (COM612-19)

(B) Discipline Specific Elective Subjects to be studied under Banking &Insurance:

For Third Semester:

1. Principles and Practices of Banking. (COM613-19)
2. Banking legislations (COM615-19)
3. Accounting for Insurance & Banking Companies (COM617-19)

For Fourth Semester:

4. Insurance & Risk Management (COM614-19)
5. Principles & Practices of Insurance (COM616-19)
6. Merchant Banking & Financial Services (COM618-19)

C. Discipline Specific Elective Subjects to be studied under Marketing:

For Third Semester:

1. Internet Marketing (COM619-19)
2. Brand and Retail Management (COM621-19)
3. Service Marketing (COM623-19)

For Fourth Semester:

4. Marketing Research and Consumer Behaviour (COM620-19)
5. International Marketing (COM622-19)
6. Supply Chain Management (COM624-19)

Seminars and Workshops

Seminar on SUMMER TRAINING REPORT(COM605-19) :

After the Completion of Second Semester Examination the students will go on 6-8 Weeks summer training in various Industrial undertakings, banking and financial services institutions, and Retail Sector organizations, undertake a project there to study a particular problem and file three copies of summer training report within 15 days completion of the training.

Main Project work

Stage I: Research methodology for the project to be pursued & collection of project related data from secondary sources or data collected from the field work.

Stage II: Statistical analysis of the project data using latest SPSS, EXCEL or other latest software.

Stage III: Submission of Main Project Report and VIVA

The student has to file a certificate of completion of training issued by training organization. A VIVA-VOCE Examination will be conducted by the External examiner appointed by the University on the problems undertaken in the summer training report. Dean must appoint one internal supervisor for the guidance of the student regarding the Summer Training Project. The List of the internal supervisors so appointed must be communicated to the Controller of examination within 10 days from the date of appointment. The Internal supervisor will also be acting as Internal Examiner at the time of Conduct of VIVA-VOCE and sit with External Examiner.

The Comprehensive Viva – Voce (COM606-19):

It shall be conducted jointly by internal and external examiners. The comprehensive viva – voce of 4th semester shall contain the entire syllabi of 1st and 2nd courses respectively. The awards of the viva-voce shall be sent by the Principal /HOD to the Controller of Examinations.

Course Code	COM501-19
Course Title	Managerial Economics
Type of Course	Core-1
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Bachelor in Commerce, Business, Finance, Accounting, Management.
Course Objectives	Managerial Economics is fundamentally a unique way of thinking about problems, issues and decisions that managers face in each of the functional areas of the organization as well as the strategic ones faced by general managers

Unit-I

Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economics concepts in decision-making Distinction between Micro and Macroeconomics. Demand analysis: elasticity of demand.

Unit-II

Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, Indifferences curves. Pricing analysis: Market structures, price determination under different market situations, (perfect competition, monopoly, monopolistic competition and oligopoly) break even analysis.

Unit-III

National income analysis: Theories of income, output and employment: Classical Keynesian. Theory of multiplier: Concepts of static and dynamic multiplier, balanced budget multiplier. Income generation process through multiplier.

Unit-IV

Theory of trader cycle: Concepts and causes of trade cycles. Measures to control trade cycles. Macro economics policy: Monetary and fiscal. Theories of inflation: cause and control of inflation.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1	Managerial Economics: Concept and Applications	Thomas and Maurice	McGraw- Hill.
2	Managerial Economics Theory and Applications	D.M.Mithani	Himalaya Publication

3	Managerial Economics	Peterson and Lewis	Prentice Hall of India
4	Managerial Economics	D.N.Dwivedi	Vikas Publications



Course Code	MAT509-19
Course Title	Statistical Analysis For Business
Type of Course	Core-2
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Bachelor in Commerce, Business, Finance, Accounting, Management.
Course Objectives	This course would sharpen the analytical skills of the students to the data effectively.

Unit-I

Introduction: Definition, Scope, Functions and Limitations of Statistics. Statistical survey: Sources of data collection and Techniques of data collection. Collection of data, Classification and Tabulation of data.

Measures of central tendency: Mean, Mode, Median. Measures of Dispersion: Range, Mean deviation and Standard deviation .Skewness and Kurtosis: Meaning, difference between dispersion and skewness, Test of skewness, Measures of Skewness.

Unit-II

Correlation and Regression analysis –Types of Correlation, measurement of correlation: Karl Pearson’s and Rank Correlation, Probable Error. Regression –meaning, uses of Regression Analysis. Relationship between correlation and Regression. Regression Lines and Regression equations .Co -efficient of regression.

Unit-III

Index Numbers: Meaning and importance, Methods of construction of Index Numbers: Weighted and unweighted; Simple Aggregative Method, Simple Average of Price Relative Method, Weighted index method: Laspeyres method, Pasches method and Fishers Ideal method including Time and Factor Reversal tests, Consumer Price Index.

Analysis of Time series-Components of a time series. Importance of Time Series, Methods of measurement of trend, semi average method, moving average method and method of least square.

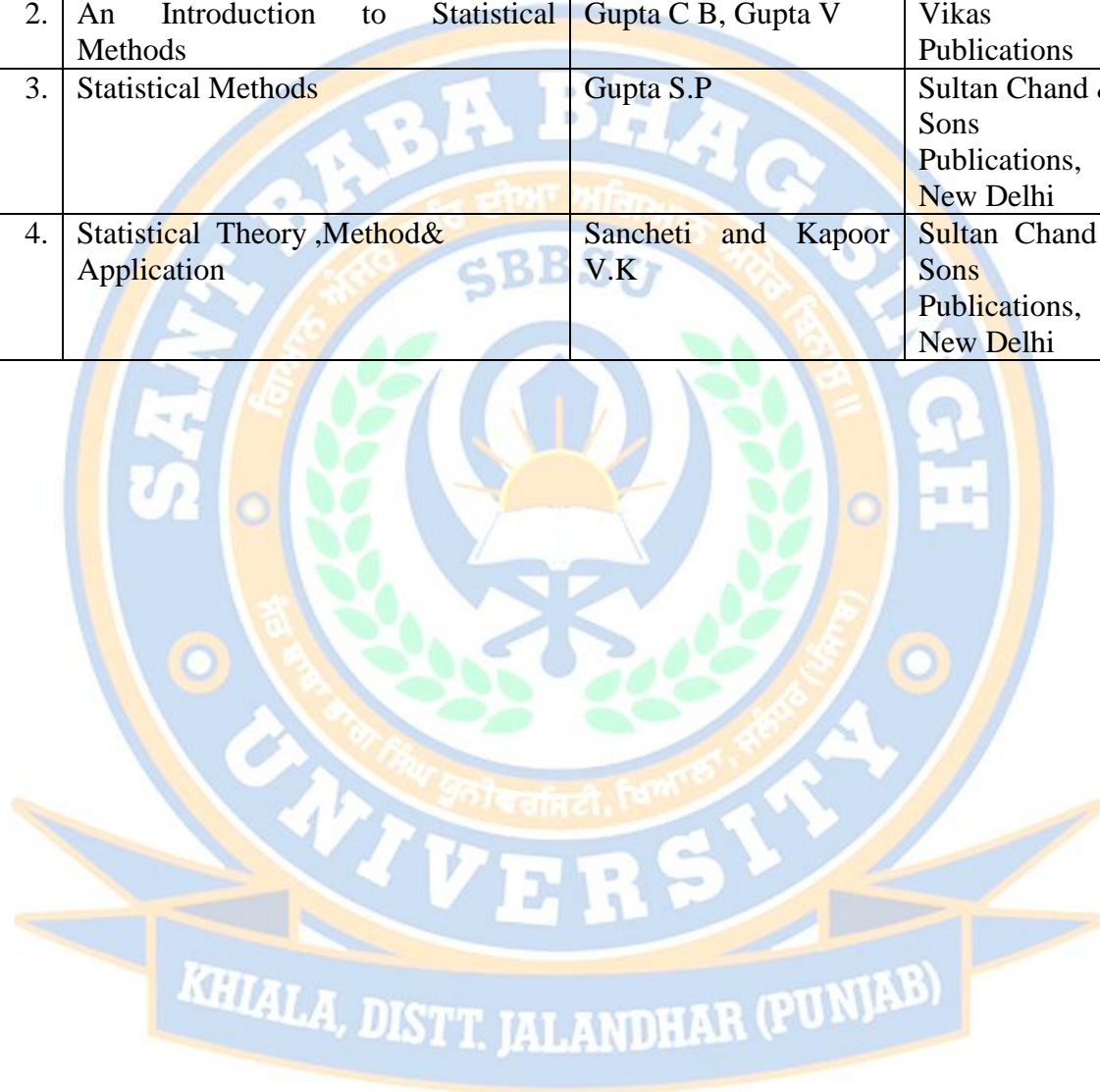
Unit-IV

Probability: Definition of Probability theorems: Addition, multiplication, Baye’s Theorem. Theoretical distribution: Binominal, Poisson and Normal.

Test of Hypothesis: Procedure of testing hypothesis, Parametric and Non- Parametric tests, Test of significance, Methods of hypothesis testing-Z Test, T Test, Chi square of test and F Test.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Statistics for Management	Levin, Richard and David S. Rubin	Prentice Hall of India, New Delhi
2.	An Introduction to Statistical Methods	Gupta C B, Gupta V	Vikas Publications
3.	Statistical Methods	Gupta S.P	Sultan Chand & Sons Publications, New Delhi
4.	Statistical Theory ,Method& Application	Sancheti and Kapoor V.K	Sultan Chand & Sons Publications, New Delhi



Course Code	MGT503-19
Course Title	Organization Behavior
Type of Course	Core-3
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior.

Unit-I

Organizational Behaviour: its Concepts, Features and Importance. Challenges and Opportunities for OB. Foundations of Individual Behaviour. Learning: Concept, Theories and Principles of learning, Perception: Concept, Perceptual Process, Factors in Interpersonal perception. Attitude: Concept, Components, Attitude formation, Leadership: Concept, Theories and Leadership Styles in Management.

Unit-II

Transaction Analysis: Life positions, Levels of Self Awareness-Johari window Model, Ego States. Personality: Concept, Theories of Personality, Determinants of Personality, and Personality attributes influencing OB. Group Dynamics: Concept and nature of group formation, Group Structure, Models of Group formation, Theories of group formation. Group decision making techniques.

Unit-III

Conflict Management: - Definition, sources of conflict, transitions in conflict thought, Levels of conflict, Conflict Management. Power & Politics: Concept, Bases of power, Tactics to gain Power. Stress Management: Meaning, Concept, Causes of Organization Stress, Stress Management. Organization Change: Concept, Change Agents, Change Model,

Unit –IV

Organization Culture: Concept, functions of Organization Culture, Development and implications of Organization Culture, Creating and sustaining Organization Culture. Organization Development: - Concept, Interventions of Organization Development. Organization Effectiveness: - Concept and approaches to OE, factors in OE.

Suggested readings:

S. No.	Author(s)	Title	Publisher
1	Organizational Behaviour	Luthans,F	McGraw –Hill Inc.
2	Human Behavior at Work	Newstrom, J.W. and Davis, K	The McGraw Hill Companies, Inc

Course Code	COM507-19
Course Title	Business Environment
Type of Course	Core-4
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Bachelor in Commerce, Business, Finance, Accounting, Management.
Course Objectives	The objective of the subject to explore business in its environment; explaining how the environment influences business decisions, while in turn, decisions by business help to shape the contexts within which businesses operate. The subject provides skills in relation to decision-making in a legal context; management of organizations; and regulatory compliance with an application of ethics and social responsibility.

Unit-I

Framework of Business Environment: Concept, Nature and Significance of business Environment, Elements of Environment –Internal and external; Techniques of Environmental Scanning and Monitoring, changing dimensions of Business Environment.

Unit-II

Economic Environment: Economic Planning, Economic Policy, Monetary Policy and Fiscal and Financial Policy, EXIM Policy; Economic Reforms – Liberalization, Privatization and Globalization.

Unit-III

Political and Legal Environment: Business and Government, Changing Dimensions of FEMA, MRTP, Licensing Policy, Consumer Protection Act and Industrial Policy.

Unit-IV

Socio-Cultural Environment : Elements of socio cultural Environment ,Social Institutions and system ,Social Values and Attitude , Social groups, Middle class, Emerging Rural Sector in India Social Responsibility and business ethics, Social Audit and Corporate Governance.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Business Environment	Francis Cherunilam	Himalaya Publishing House, Mumbai

2.	Legal Environment of Business	K. Aswathappa	Himalaya Publishing House, Delhi.
3.	Indian Development Planning and Policy	Alagh, Yoginder K	Vikas Publishing House, New Delhi
4.	Economic Environment of Business	Adhikary, M	Sultan Chand & Sons, New Delhi
5.	Business Environment	Raj Agarwal and Rareray Diwan	Excel Books , New Delhi
6.	Business and Government	P.K.Ghosh	Sultan Chand and Sons



Course Code	COM509-19
Course Title	Modern Accounting Theory And Reporting Practices
Type of Course	Core-5
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Bachelor in Commerce, Business, Finance, Accounting, Management.
Course Objectives	The syllabus introduces the candidate to the wider international framework of accounting and the system of standard setting. The candidates can apply the conceptual and technical financial accounting knowledge that they have already obtained under Indian accounting standards to the specific requirements of financial reporting under international professional regulation and standards. The course provides essential international financial reporting knowledge and principles that will prepare candidates for the increasingly global market place and keep them abreast of international developments and how they might apply to companies and businesses.

Unit-I

International sources of authority: The International Accounting Standards Board (IASB) and the regulatory framework, The need for international accounting standards and possible barriers to their development, The structure and constitution of the IASB and the standard setting process. Understand and interpret the Financial Reporting Conceptual Framework, Fair value measurement, Progress towards international harmonization, Account for the first-time adoption of International Financial Reporting Standards.

Unit-II

Elements of financial statements as per International Financial Reporting Standards: Revenue recognition, Property, plant and equipment, Intangible assets, inventories, Construction contracts. Liabilities – provisions, contingent assets and liabilities, Financial instruments, Employment and post-employment benefits, Taxation in financial statements, Accounting for agriculture, Share based payment. Exploration for and evaluation of mineral resources: Leases, Impairment

Unit-III

Presentation and additional disclosures: Presentation of the statement of financial position, income statement and statement of comprehensive income, Cash flow statements, Accounting policies, estimates and errors, Events after the reporting date ,Earnings per share, Related

party disclosures, Interim financial reporting, Effects of changes in foreign exchange rates, Operating Segments reporting.

Unit-IV

Reporting Entities: Preparation of group consolidated external reports. Business combinations, Investment in associates and joint ventures, Joint arrangements, Disclosure of interests in other entities, Separate financial statements.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	International Financial Reporting Standards: A Framework-Based Perspective	Greg F. Burton, Eva K. Jermakowicz (2015)	Routledge, Taylor & Francis group, New York and London
2.	Interpretation and Application of International Financial Reporting Standards	Chaudhry.A, Coetsee.D	John Wiley & sons Inc, Hoboken, New Jersey
3.	International Accounting and Transnational Decisions	Gray S.J	Butterworth, London, U.K
4.	International Accounting	Holzer H. Peter	Horper and Row Publishers, New York
5.	International Accounting	Shirin Rathore	Prentice Hall of India
6.	International Accounting	Frederick D.S. Choi and Gary K. Meek	Pearson Education



Course Code	ENG 507-19
Course Title	Professional Communication Skills
Type of course	Ability-Enhancement-I
L T P	3:0:0
Credits	3:0:0
Course prerequisite	Basics of communication skills
Course Objectives (CO)	<p>The objective of this course is</p> <ol style="list-style-type: none"> 1. To assist the students to acquire proficiency both in spoken and written language 2. Student will be able to develop comprehension, improve writing skills, correspond with others 3. This course will enhance skills in spoken English

UNIT-I

Oral communication: Phonemes-English vowels and consonants, Articulation of speech sound, Place of articulation, manner of articulation, Transcription. Mannerism and Etiquettes: Basics of Telephonic Communication ,Telephonic etiquette, Useful Expressions for handling business calls Table etiquettes, Basic etiquettes in day to day life, Professional etiquettes; Dress Code.

UNIT-II

Basics of official correspondence: Business Correspondence; elements of business letter, types of business letters, format of business letters, Notice, Agenda of meeting, Memorandum, Office Order, Report Writing , Resume Writing, Job application. Creative Writing. Dialogue writing, Idea developing, Role playing, Note making, Note taking, Summarising Essay writing.

UNIT-III

Discussions and meeting skills:Group discussion, Oral presentation, Use of audio-visual aids, Meeting Skill, Characteristics of meetings, purpose of meetings, types of meeting, planning a meeting, Role of secretary, minutes of meeting, Record keeping.

Suggested Readings:

S. No	Title	Author(s)	Publisher
1	Business communication	Varinder kumar and Bodh Raj	Kalyani Publishers
2	The Essence of Effective Communication	Ludlow and Panthon	Prentice Hall of India
3	Communication Skills	R Datta Roy and K.K. Dheer	Vishal Publishing Company
4	Essentials of Business Communication	Pall and Rorualling	S. Chand and Sons New Delhi

Course Code	CSA511-19
Course Title	Workshop on IT Applications In Commerce
Type of Course	Ability-Enhancement-2
L T P	0:0:4
Credits	0:0:2
Course Prerequisites	Bachelor in Commerce, Business, Finance, Accounting, Management
Course Objectives	The course provides essential knowledge and principles of IT Applications in Commerce that will prepare candidates for the increasingly global market place and keep them abreast of how they might apply to companies and businesses.

1. Revision of MS Office concepts.
2. Introduction to Internet usage (Web browsing, E-Mail, Online Shopping, Online Banking etc.).
3. Understand the client/server infrastructure that supports E-Commerce.
4. Write a HTML code that displays various formatting tags.
5. Write a HTML code to create ordered list.
6. Write a HTML code to create unordered list
7. Write a HTML code to create definition lists
8. Write a HTML code to create table having n rows and n columns.
9. Write a HTML code to create table showing cell padding and cell spacing
10. Write a HTML code to create admission form.
11. Write a HTML code to create a frame.
12. Write a HTML code to create image map.
13. Write a HTML code to create hyperlink among multiple pages.
14. Write a HTML code to create hyperlink to an image.
15. Write a HTML code to print biodata.
16. Implementation of external style sheets.
17. Implementation of internal style sheets.
18. Implementation of inline style sheets.
19. Development of web site of any organization, Informative web sites related to E-Commerce.

Course Code	MAT524-19
Course Title	Research Methodology
Type of Course	Core-6
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basics knowledge of business statistics
Course Objectives	To enable the students to know about the information needs of management and introduce the concept of scientific research and the methods of conducting scientific enquiry and to introduce the statistical tools of data analysis

Unit I

Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Relevance of research in business, Research Process. Research Designs: Exploratory, Descriptive and Experimental Research Designs. Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques. Descriptive Research Designs: Survey and Observation Methods. Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs. Sampling Design: Steps in Sampling Design.

Unit II

Probability Sampling Methods- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling. Non-Probability Sampling Methods- Convenience Sampling, Judgment Sampling, Snowball Sampling Quota Sampling. Sampling and Non-Sampling Errors Measurement concept: Levels of measurement—Nominal, Ordinal, Interval and Ratio.

Unit III

Measurement Errors. Attitude Measurement, Scaling Designs: Comparative and Non-Comparative Scaling Techniques. Methods of data collection: Primary and secondary Questionnaire and Questionnaire Design Process Tabulation and Cross Tabulation of Data. Data Preparation, Analysis, and Interpretation.

Unit IV

Non Parametric tests: Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskal-Wallis Test, Kolmogorov-Smirnov Test Logistic regression Multiple Regression, Multi variate analysis techniques:-factor analysis, conjoint

analysis, discriminate analysis, cluster analysis, decomposition analysis, canonical analysis, data envelopment analysis.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Business research Methods	Cooper, D. R. and Schindler, P.S	Tata McGraw Hill, New Delhi
2.	Business Research Methods	Zikmund	Thomson Learning Books
3.	Business Statistics	Levine, D.M. Krehbiel T.C. and Berenson M.L	Pearson Education, New Delhi
4.	Statistics for Business and Economics	Anderson, Sweeney and Williams	Thompson, New Delhi
5.	Business Research Methods	Bryman, Alan and Bell, Emma	Oxford University Press, New Delhi
6.	Business Research Methods	Bajpai, Naval	Pearson Publications, New Delhi



Course Code	MAT611-19
Course Title	Operations Research
Type of Course	Core-7
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basic concepts of business operations
Course Objectives	This subject will provide students ability to understand and analyze managerial problems in industry so that they are able to use resources more effectively and use the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.

Unit I

Operation Research: Concept and significance of operations research; Evolution of operation research; Steps in designing operations research studies; Operations research models, Methodology Linear Programming and its Applications: Graphic method and simplex method. Duality problem.

Unit II

Transportation, Assignment and Trans-shipment: Formulation; Solving transportation and assignment problems; Dealing with exceptional cases of transportation and assignment problems. Inventory and Queuing Management: Concepts of inventory management; Inventory models –classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model -deciding optimum safety stock and reorder level, probabilistic model; Techniques of selective control.

Unit III

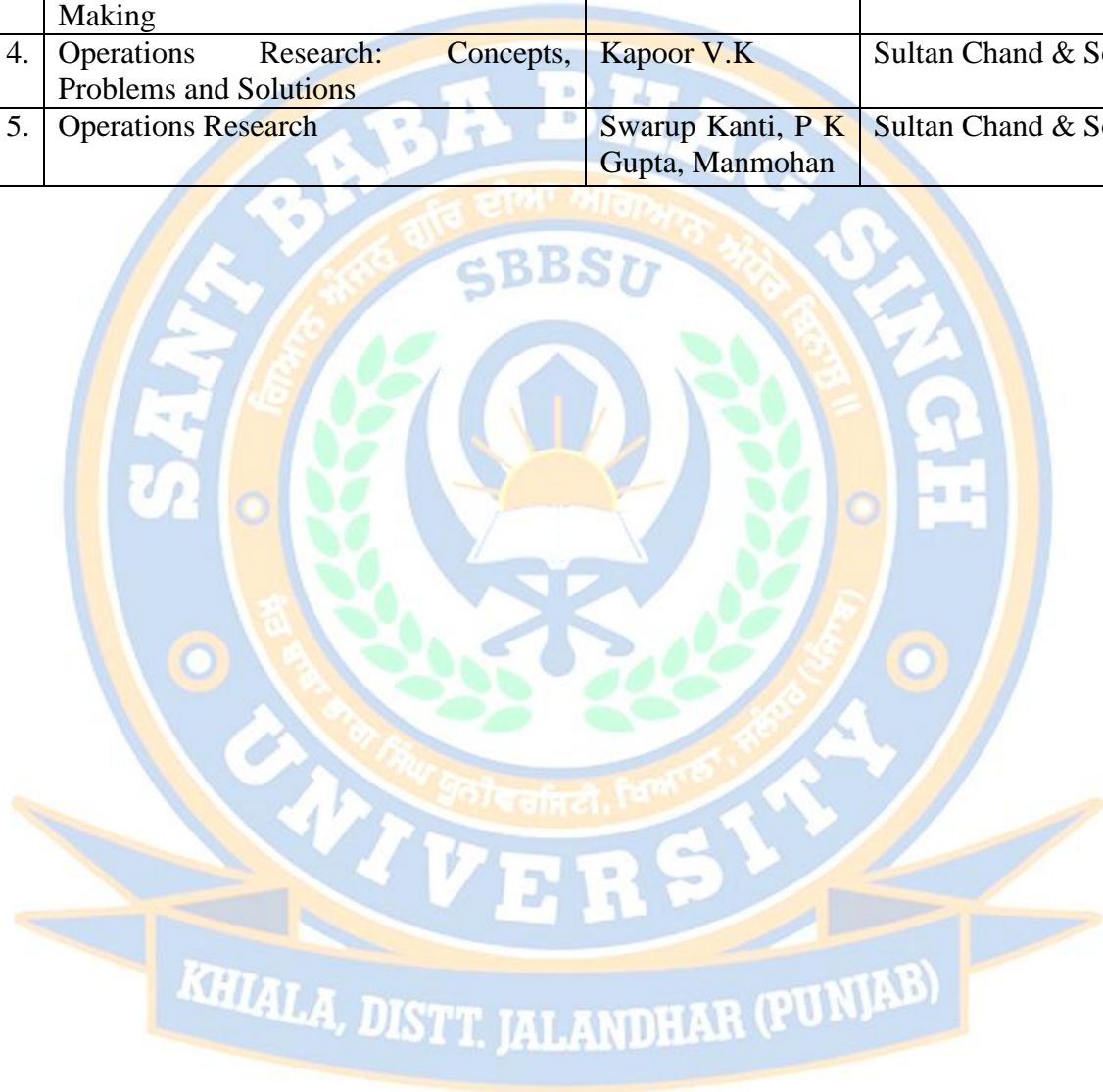
Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates-single server and infinite and finite population; Cost behavior analysis. Project Scheduling: Concepts of PERT & CPM techniques and their applications; Network analysis-scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

Unit IV

Game Theory-Pure strategy games; mixed strategy games; Value of the game; Rules of Dominance. Introduction to Other Types of Programming: Goal programming; Integer programming; Dynamic programming Non-linear programming (introductory only).

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Operations Research – Theory and Applications	Sharma J.K.	Macmillan India Ltd., New Delhi
2.	Quantitative Techniques in Management	Vohra N.D	The McGraw Hill companies
3.	Quantitative Techniques for Decision Making	Gupta and Khanna	Prentice Hall of India
4.	Operations Research: Concepts, Problems and Solutions	Kapoor V.K	Sultan Chand & Sons.
5.	Operations Research	Swarup Kanti, P K Gupta, Manmohan	Sultan Chand & Sons



Course Code	COM502-19
Course Title	Financial Management
Type of Course	Core-8
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basic knowledge of finance and accounting
Course Objectives	To provide knowledge on financial management practices and policies, processes, techniques and strategies that are used in the financial management. And develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development.

Unit-I

Financial Management: Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Financial planning– Theories of capitalization.

Capital Budgeting Techniques, NPV vs. IRR, Risk and Uncertainty in Capital Budgeting, Operating and financial Leverage: Operating and Financial Leverage: Measurement of leverages; analyzing alternate financial plans; Financial and operating leverage, combined leverage. EBIT and EPS analysis

Unit-II

Capital Structure Theories, Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.

Theories of Dividend Policy: Irrelevance and Relevance theory; Determinants of Dividends; Legal, Procedural and Tax aspects of dividends.

Unit-III

Expansion and Financial Restructuring: Mergers and Acquisitions, Accounting for Mergers and Acquisitions, Demerger, Corporate versus Financial Restructuring,

Unit-IV

Working Capital Management: Meaning, significance and types of working capital; approaches of working capital; Calculating operating cycle period and estimation of working capital requirements. Cash, Receivables, Inventory Management.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Financial Management	Chandra, Prasanna	Tata McGraw Hill, Delhi
2.	Financial Management	Khan MY, Jain PK	Tata McGraw Hill, New Delhi
3.	Financial Management	Pandey, I,M	Vikas Publishing House, Delhi
4.	Financial Management	Maheshwari ,S.N	Kalyani Publisher ,New Delhi



Course Code	COM504-19
Course Title	Corporate Legal Environment
Type of Course	Core-9
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Knowledge of various laws applicable in business
Course Objectives	This course provides students with an introduction to corporate laws and to the legal and non-legal governance mechanisms which encourage directors to act in their company's interests rather than their own. The course sets corporate law and governance within its economic and business context, with particular regard to how corporate law and governance mechanisms facilitate or inhibit economic activity.

Unit-I

Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. Introduction to the concept of agent and different types of mercantile agents. Bailment and Pledge, Indemnity and Guarantee.

Unit-II

Sale of Goods Act: Meaning, Formation of contract, Meaning of condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller. Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques. Dishonor of cheques and liability of banker and drawer.

Unit-III

Company law: Characteristic of Company, distinction between company and partnership. Kinds and Formation of Company, Share capital, Types of Shares, Provision with respect to appointment and removal of Director, Meeting, Winding Up by court.

Unit-IV

Taxation: Constitutional framework of taxation. Basics of Direct and indirect taxes(Income Tax, Central excise, Customs, Central and state sales tax).

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Company Law	Majumdar A. K. and Kapoor G. K	Taxmann Publishers

2.	Business Laws	Bansal C. L	Taxmann Publishers
3.	Direct Tax Laws and Practice	Singhania V. K. and Singhania K	Taxmann Publishers
4.	Mercantile Law	Chawla, Garg and Sarin	Kalyani Publishers
5.	Law and corporate law	K.R.Bulchandani	Himalya Publishing



Course Code	COM506-19
Course Title	Corporate Regime For Business and Ethical Practices
Type of course	Core-10
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Knowledge of company laws and auditing
Course Objective (CO)	To acquaint the students with the Corporate Governance and Business Ethics.

Unit-I

Corporate governance: Meaning, Scope, Elements, Issues, Principles of corporate governance. Corporate Governance Systems, Indian model of Governance. Rights and Privileges of Shareholders: Introduction, rights of shareholders, protection and Grievance redressal process.

Unit-II

Relationship between investor's protection and corporate governance. Board of Directors as a powerful instrument in governance: Role of board, Governance issues related to board, Role of directors. Corporate social responsibility: Definition, Justification and scope.

Unit-III

Role of public policies in governing business: Introduction, framing, Involvement of business in public policy decision making. SEBI: Role in promoting corporate governance.

Unit-IV

Business ethics and corporate governance: importance and need for business ethics Ethical principles in business– codes and innovations. Need for values in global change: Indian perspective values for managers corporate governance in developing and transition economies: introduction, problems and challenges.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Corporate Governance Principles Policies and Practices	A.C. Fernando	Pearson Education
2.	Managing for Value	S.S. Iyer	New Age International Publishers
3.	Business Ethics	Laura P Hartman Abha Chatterjee	Tata McGraw Hil
4.	Business Ethics and Managerial Values	S.K. Bhatia	Deep & Deep Publications Pvt. Ltd
5.	Corporate Governance & Business Ethics	Mathur UC	Mc MillanNew Delhi

Course Code	COM508-19
Course Title	Advanced Human Resource Management
Type of Course	Core-11
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basics of Human resource management
Course Objectives (CO)	The course is designed to give an understanding of the various aspects of the management of human resources,

UNIT-I

Introduction to International HRM –Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level, Expatriate Training – Developing Global Managers – Negotiations.

UNIT-II

Human and Cultural Variables in global organizations, Cross Cultural Differences, Cross Cultural Differences, Cross cultural Research methodology, Cross Cultural Leadership, Communication & Negotiation, Cross Cultural Theories – International Recruitment and Selection Process, Culture and Values.

UNIT-III

Compensation Management: International Compensation – Objectives, Components Approaches of Compensation in Global Assignments – Culture and Compensation.

UNIT-IV

MNC and Human Resource Management, Human Resource Management in 21 Century, Human Resource Management and Technological Change, Technology transfer with a human face, Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

Suggested Reading

S. No.	Author(s)	Title	Publisher
1	Human Resource Management	Aswathappa, K	Tata McGraw-Hill.
2	Human Resource Management	Bratton, J. and Gold, J.	Theory and Practice,

Course Code	COM510-19
Course Title	Case Studies in Finance
Type of course	Skill -Enhancement-1
L T P	0:0:2
Credits	0:0:1
Course prerequisite	Basic knowledge of finance
Course Objectives (CO)	The objective of the paper is to strengthen the hold of students in the subject of finance by making them think about various cases in finance.

Unit-I

Alpha Chemical Industries source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd,pp-238.)

Variance Analysis-Case Study-2(Source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd, pp-422.)

McDonald's Corp.: (source: Year-2009, By Donald E. Fischer & Ronald. J. Jordan, Security Analysis and Portfolio Management, Pearson, pp-547-549.)

Unit-II

No Pain, No gain: (source:2013, By PUnithavathy Pandian, Security Analysis and Portfolio Management,Vikas Publishing House Pvt.Ltd. pp-181)

Sonal Company Scenario(Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1131)

Unit-III

Mahavir Fasteners Private Ltd:(source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1136)

Mehta Leather Craft: (source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1145)

To Pharma or Not to Pharma: (source:2013, By PUnithavathy Pandian, Security Analysis and Portfolio Management,Vikas Publishing House Pvt.Ltd. pp-228)

Unit-IV

Wal-Mart Stores, Inc. (source: By Robert Anthony & Govindaranjan, Management Control Systems, Tata Mc Graw Hill Publications,pp-31)

Daichi Sankyo & Ranbaxy: (source: By Vyuptakesh Sharan, International Financial Management, PHI Learning Pvt. Ltd.2013,pp-271)

Introduction of Managed Floating Exchange Rate Regime in India: (source: By Vyuptakesh Sharan, International Financial Management, PHI Learning Pvt. Ltd.2013,pp-100).

Course Code	COM508-19
Course Title	Strategic Cost Management
Type of course	Core-12
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Knowledge of Cost accounting and management accounting
Course Objectives (CO)	To understand how to use different techniques of cost management with a strategic perspective.

Unit-I

Strategic Cost Management:- : meaning, process, framework; SCM and Strategy; Components of SCM, difference between cost management and cost accounting, difference b/w strategic cost management and traditional cost management. Implementing strategy:- strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis, Profit variance analysis.

Unit-II

Activity-Based Management [ABM] and Activity Based Costing (ABC) : Concept and Uses; Relationship between Activity – Based Costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation Steps in ABM. Activity-Based- Budgeting (ABB): ABB and Traditional Budgeting; ABB Process; Capacity Utilization; Role of ABB in Cost Management. Life Cycle Costing:-Meaning and Benefits; lifecycle costing process, life cycle costing and pricing decision.

Unit-III

Target Costing: Concept; Target Costing and Target Pricing; Key Principles of Target Costing; ABC and Target Costing; Target Costing Process; Market Driven Costing, Product Level Costing, Component Level Costing, Chained Target Costing; Target Costing and Cost Management. Kaizen Costing- Meaning; Implementation Steps in Kaizen Costing; Target Costing and Kaizen Costing; General Kaizen Costing and Item Specific Kaizen Costing; Bench Marking.

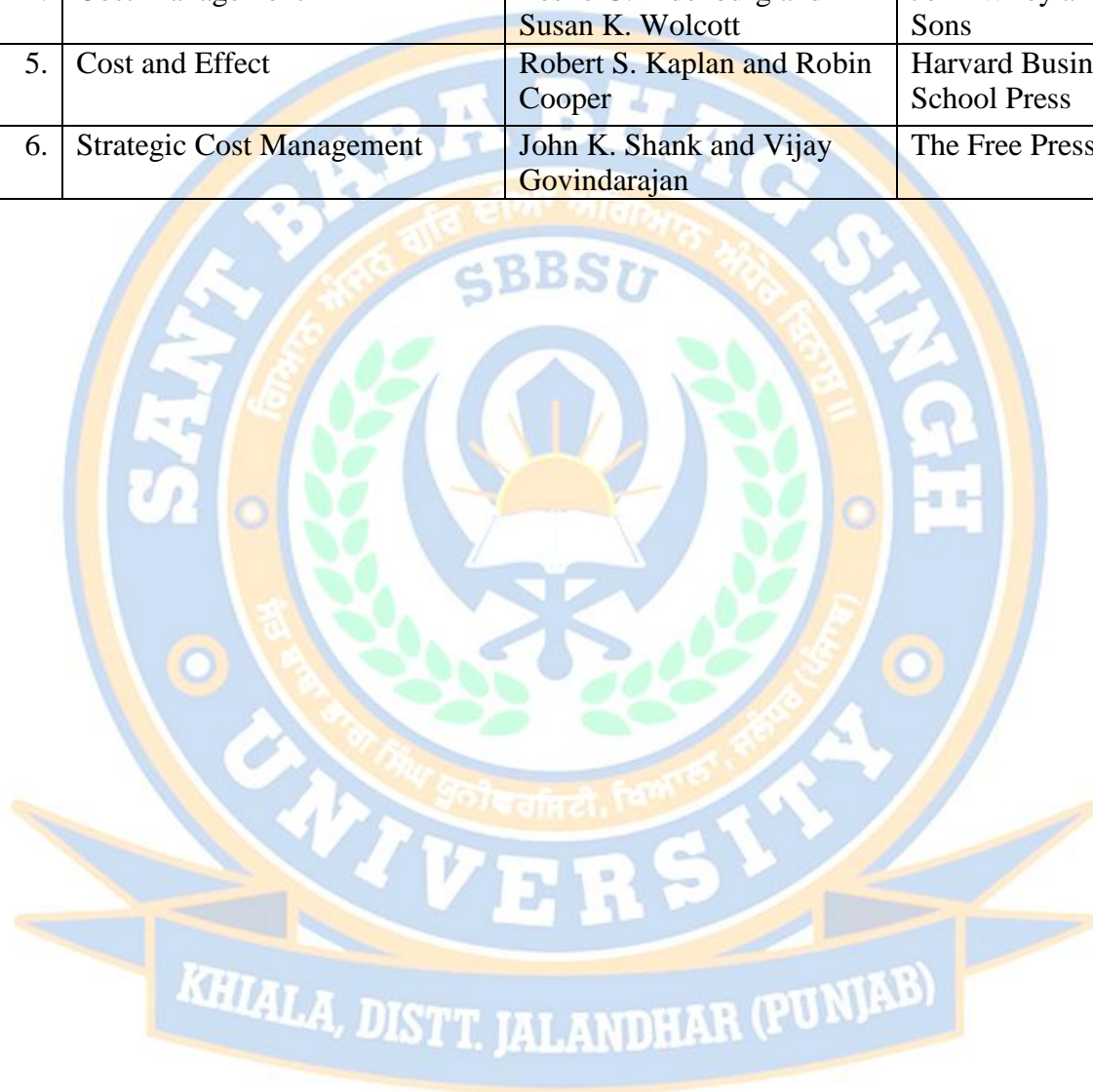
Unit-IV

Responsibility Centres and Financial Control – nature and role of responsibility centre's; accounting and evaluation of responsibility centers, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications. Transfer Pricing:-Transfer pricing – meaning, necessity, Objectives, applications, Methods (Cost Based, Market Price Based and Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Guiding Principles in the fixation of transfer prices.

Suggested Readings:

S. No.	Name	Author(s)	Publisher

1.	Cost Management: A Strategic Emphasis	Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin	McGraw Hill Education (India) Ltd
2.	Cost Management, Accounting and Control	Don R – Hansen and Maryanne M. Mowen	Cengage Learning (India) Ltd
3.	Cost Cost Management: Strategies for Business Decisions	Ronald W. Hilton, Michael W. Maher and Frank A. Selto	McGraw Hill Irwin
4.	Cost Management	Leslie G. Eldenburg and Susan K. Wolcott	John Wiley and Sons
5.	Cost and Effect	Robert S. Kaplan and Robin Cooper	Harvard Business School Press
6.	Strategic Cost Management	John K. Shank and Vijay Govindarajan	The Free Press



Course Code	COM603-19
Course Title	Case Studies in Management
Type of Course	Skill-Enhancement-2
L T P	0:0:2
Credits	0:0:2
Course Prerequisites	Analysis skills
Course Objectives	This course aims at developing critical thinking in the students by providing them exposure to real-life problems faced by managers.

Unit-I

Case 1: Aviva Life Insurance Company India Ltd. Reducing Policy: Turant time to build Customer Satisfaction. (Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson)

Case 2: MakemyTrip.Com(A) pp.244-260 (Source: MKTG: A South Asia Perspective Lamb, Hair, Sharma,Mc Domel)

Case 3: Romantic Rides of Fiery Thrills: Positioning a Motorcycle Brand in the Indian Context pg. 1-14 (Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson)

Unit-II

Case 4: Near Misses in Shinghanian Textile Mills (Source: S.N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)

Case 5: Sakshi Garments Ltd (Source: Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 629-630)

Case 6: Are Five Heads Better Than One? (Source: Robbins Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 769-771).

Unit-III

Case 7: Tata's "Dream Car" Plant Location. (Source: Production and Operations Management, Oxford Publications, Second Edition, pp. 164-166)

Case 8: Hindustan Lever Limited: (Source: By I.M. Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-192)

Unit-IV

Case 9: Richa Foods Company (Source: By I.M. Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-263)

Case 10: Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141)

KHIALA, DISTT. JALANDHAR (PUNJAB)

Course Code	COM602-19
Course Title	Corporate Tax Planning
Type of course	Core-14
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Fundamentals of tax laws
Course Objectives (CO)	To provide basic knowledge of corporate tax planning and its impact on decision-making.

Unit-I

Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasions; Methods of tax planning; justification of tax. Tax Planning for New Business, Tax planning with reference to location, nature and form of organization of new business.

Unit-II

Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters. Tax planning with reference to business restructuring:-Amalgamation, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into Company, Conversion of company into LLP, Transfer of assets between holding and subsidiary companies.

Unit-III

Tax Planning and Financial Management Decisions: Tax planning relating to capital structure decision, dividend policy, interoperates dividends and bonus shares. Tax Planning and Managerial Decisions : Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, Replace, renewal or renovation and shutdown or continue decisions.

Unit-IV

Tax Planning and Compensations Package; Double taxation avoidance agreements; Tax Planning and non-residents; Tax-payment: Tax deductions and collection at source, Advance Payment of Tax.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Corporate Tax Planning	Singhania, Vinod K	Taxmann Publications Pvt. Ltd., New Delhi.
2.	Corporate Tax Planning and Management	Ahuja, Girish. and Ravi Gupta	Bharat Law House, Delhi
3.	Tax Planning under Direct Taxes	Acharya, Shuklendra and M.G. Gurha	Modern Law Publication, Allahabad.
4.	IFRSs	T.P. Ghosh	Publications Pvt. Ltd. New Delhi

Course Code	COM604-19
Course Title	Compensation Management & Employee Welfare
Type of course	Core-15
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basics knowledge compensation laws.
Course Objectives (CO)	To impart the students with advanced knowledge of compensation management & employee welfare policies

UNIT-I

Introduction to Performance Management: - Meaning, Concepts, features, Benefits and Scope of performance management. Performance Benchmarking, Performance culture, Role HR in Performance Culture. Performance counselling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal.

UNIT-II

Performance monitoring: Meaning and process, ethics in performance management, performance management through training and development, Briscoe's Principle of Performance Management. Performance Appraisal- Meaning features and Importance, Barriers to Performance Appraisal, Criteria and Various Methods of Performance Appraisal, Performance Management Vs Performance Appraisal, Potential Appraisal, Steps involved in potential appraisal, E-Performance Management System, E-Performance Support system (EPSS).

UNIT-III

Economic Reward system in India- Wage and Salary administration rules, Principles of wages and salary administration, various wage theories, wage plans, wage differentials. Wage rules and regulations, Payment of Wages act 1936, Payment of minimum wages act, Pay Commissions, Payment of Bonus Act.

UNIT-IV

Executive Compensation: Concepts, Components and pay structure in India, Types of Rewards and Incentives, Wages incentive plans, Benefits and services provided to employees. Fringe benefits, Benefits programmes for management and other employees. recent trends in wages and salaries in Indian industries and service sector.

Suggested readings:

S. No.	Name	Author(s)	Publisher
1	Strategic human resource management	Agarwala, T	Oxford University Press.
2	Managing human resources	Cascio, W.	McGraw Hill.
3	Fundamentals of human resource management	DeCenzo, D. A., & Robbins, S. P	John Wiley & Sons

Specialization: Accounting and Finance

Course Code	COM607-19
Course Title	Management Control Systems
Type of Course	DSE-1
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Knowledge of management, accounting finance concepts
Course Objectives	To acquaint the students with management control system in an organisation.

Unit I

Management control system: basic concepts, boundaries, understanding strategies, behavior in organizations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

Unit-II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

Unit-III

Management control process: strategic planning, analysis of new and ongoing programmes, strategic planning process, implementing radical process and product innovation strategy, programming and budgeting, budget preparation process, performance measurement systems, interactive control, analyzing financial performance reports.

Unit-IV

Applications of management control systems: management compensation, controls for differentiated strategies, control in service organizations, control in non-profit organizations, management control in multinational and multi project corporations, management control-related ethical issues.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1.	Management Control Systems	Anthony and Govindarajan	Tata McGraw Hill Education
2.	Management Control Systems	P.K. Sinha	Excel Books India
3.	Modern Management Control Systems	Kenneth A. Merchant	Pearson
4.	Business Ethics and Managerial Values	S.K. Bhatia	Deep & Deep Publications Pvt. Ltd
5.	Corporate Governance & Business Ethics	Mathur UC	Mc MillanNew Delhi

Course Code	COM609-19
Course Title	International Economic Organizations
Type of Course	DSE-2
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Knowledge of International business and regulatory bodies
Course Objectives	To impart understanding of International Economic Organisation

Unit-I

International Political Economy: Concept; Traditional Schools of International Political Economy; Interests and Institutions in International Political Economy; Emergence of Global Institutions.

International Monetary Fund (IMF): Origin, Functions, Purposes, Organizational Set up, Instruments of IMF Lending and their Evolution; Key Features of IMF lending; IMF lending to poor countries; International Liquidity and SDRs.

World Bank Group- International Bank for Reconstruction and Development (IBRD): Financing of Development; the Millennium Development Goals; Bank Prescriptions for the Borrowers.

International Development Association (IDA): Origin; Functions; Role; Key areas of IDA; Support and Financing framework.

Unit-II

International Finance Corporation (IFC): Origin; Functions; Role; Advisory Services; Operations; Monitoring and Evaluation

Multilateral Investment Guarantee Agency (MIGA): Functions; Types of Coverage

International Center for Settlement of Investment Disputes (ICSID): Functions and Role.

International Labour Organization: Origin, Functions. Role of ILO: Decent Work; Social Dialogue; Standards, Freedom of Association; Forced Labour; Child Labour; Discrimination; Employment and Income; Wages and Other Conditions of Employment; Social Protection; Health and Safety and HIV/AIDS.

Unit-III

Conflicts and Negotiations in International Business: Factors Causing Conflicts; Conflict between Host Country and the Transnational Country Negotiations; Role of International Agencies in conflict resolutions.

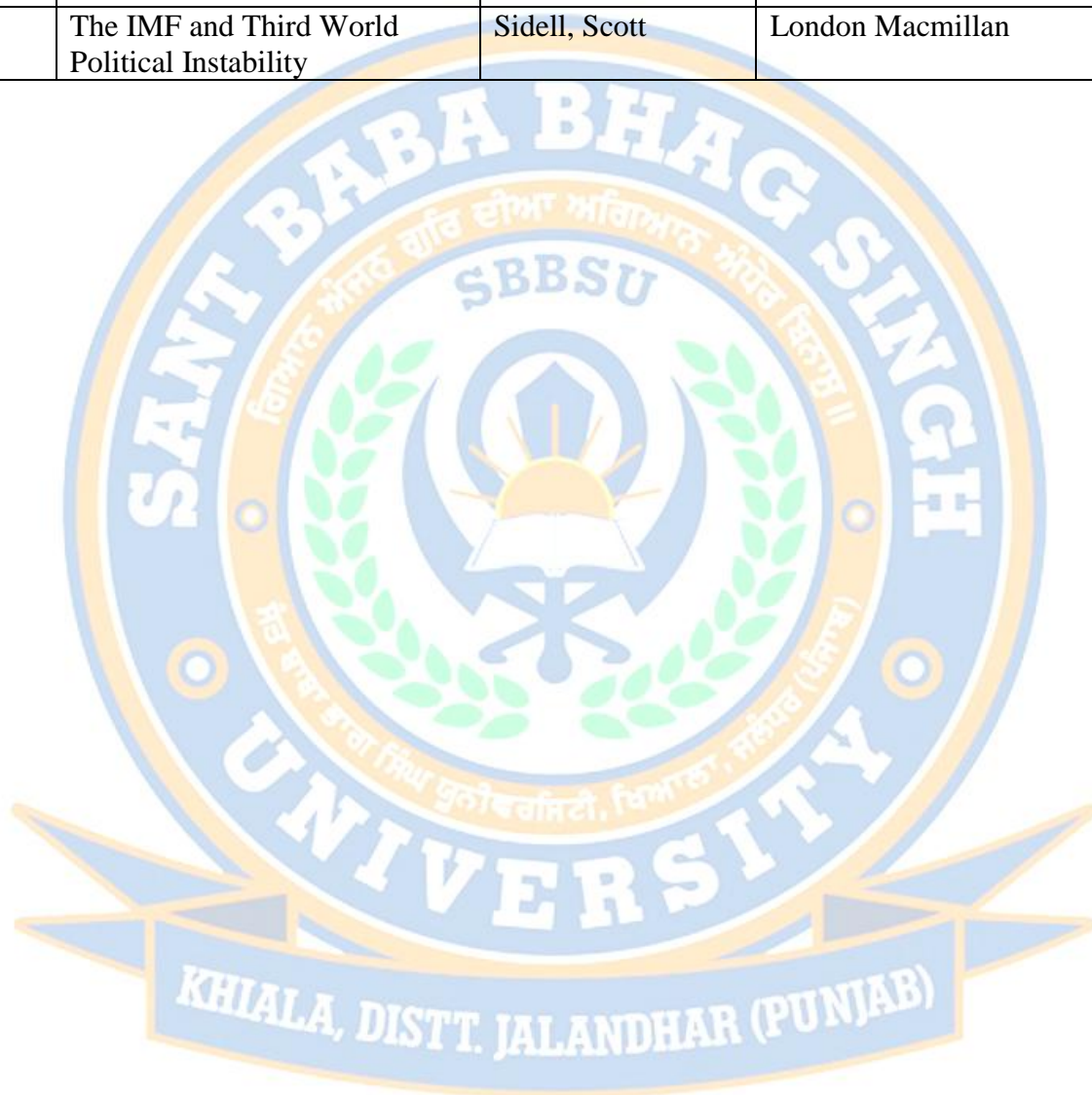
The Multilateral Trade System: the creation of Postwar Trade System; General Agreement on Tariffs and Trade (GATT); the Evolution of Multilateral Trade System: the Uruguay Round Package and World Trade Organization (WTO); Organizational Structure of WTO.

Unit-IV

United Nations Conference on Trade and Development (UNCTAD): Origin; Functions, Sustainable Development and Poverty Reduction; Trade and Development; Approach towards Developing to Least Developed Countries (LDCs)

Suggested Readings:

S.No.	Title	Author(S)	Publisher
1	Economic Theories of Development: An Analysis of Competing Paradigms	Hunt, Diana	Hemel Hempstead: Harvester Wheatsheaf
2	Structural Conflict: The Third World Against Global Liberalism	Krasner. Stephen D.	University of California Press
3	The IMF and Third World Political Instability	Sidell, Scott	London Macmillan



Course Code	COM611-19
Course Title	Financial Markets, Institutions & Services
Type of course	DSE-3
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Knowledge of capital market and money market
Course Objectives (CO)	To provide the students basic knowledge about the concepts of Finance, markets and various services provided in those markets.

Unit I

An Introduction to Financial System: Meaning, functions of financial system, components of Financial system, Types of financial markets, Financial institutions. Overview of Indian Financial System: Meaning, Indian financial system at present, changing role of commercial banks.

Unit II

Development Financial Institutions: Characteristics, Functions, Distinction between commercial financial institution and development financial institution, shortcomings of DFI's. Overview of DFIs: Role and Structure of DFIs in India.

Unit III

Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary control and Liquidity Adjustment Facility. Overview of SEBI: SEBI rules and regulations. NBFCs: Concepts, Progress, problems and Prospects.

Unit IV

Banking Sector Reforms in India-Implementation Status. Financial Services in India-Meaning, Characteristics, importance and types, Hire-Purchase financing, Lease financing, CCIL: Role and Functions. Govt. Securities Market in India, Commercial Paper and Certificate Deposit Market in India. Call Money Market in India and Capital market in India.

Suggested Readings:

S.No.	Title	Author(S)	Publisher
1	Management of Indian Financial Institutions	R.M.Srivastava	Himalaya Publishing House.
2	Financial Services	M.Y. Khan	Tata McGraw Hills, New Delhi
3	Indian Financial System	Vasant Desai	Himalaya Publising House
4	Indian Financial System	Varshney & Mittal	Sultan Chand & Sons
5	Managing Indian Banks	Vasant C. Joshi	Sage Publications

Course Code	COM608-19
Course Title	Security Analysis & Portfolio Management
Type of course	DSE-4
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Knowledge of capital market and financial management
Course Objectives (CO)	This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions..

Unit I

Meaning of investment – speculation and Gambling – Investment avenues - Types of investors – Investment objectives – The investment process – Security Analysis – Meaning of security – Types of securities – Meaning of security analysis, Risk and Return – Computation of return – Meaning and definition of risk – Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimizing risk exposure, Risk measurement.

Unit II

Stock Exchanges; Mechanism of Trading, Evaluation of Securities: Bonds, Debentures, Preference Shares and Equity Shares.

Fundamental Analysis: Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio Analysis. Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

Unit III

Efficient Market Hypothesis (EMH) – Random Walk theory – Forms of EMH –EMH and empirical findings – Implication of EMH on fundamental and technical analysis – Market inefficiencies.

Capital Market Theory – CAPM theory: Assumptions –CAPM Model – Capital Market Line (CML) – Security Market Line (SML) – Evaluation of securities – Present validity of CAPM – Arbitrage Pricing Theory (APT) –Assumptions – APT model – AP equation – Factors affecting return – APT and CAPM.

Unit IV

Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz's Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios –Leveraged portfolios – Corner portfolios – Sharpe's Single Index model – Portfolio evaluation measures – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index. Derivatives : Financial Derivatives – Meaning – Definition – Futures and Options – Pay-off in future and options – Stock and Index futures and options – Trading strategies –

Commodity Derivatives – Structure of commodity exchanges – Commodity futures and options – Hedging using commodity futures.

Suggested Readings:

S.No.	Title	Author(s)	Publisher
1	Security Analysis and Portfolio Management	Fischer & Jordan	Prentice Hall India
2	Security Analysis and Portfolio Management	PUnithavathy Pandian	Vikas Publishing House Pvt. Ltd
3	Financial Management	I. M. Pandey	Vikas Publishing House Pvt. Ltd
4	Technical Analysis Explained	Martin Pring	McGraw Hill.
5	Investment and Securities Market in India	V. A. Avadhani	Himalaya Publishing House



Course Code	COM610-19
Course Title	Financial Risk Management
Type of course	DSE-5
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basic knowledge of finance and accounting
Course Objectives (CO)	To facilitate the students to learn the financial risk management concepts and approaches as would apply them in day to day activities.

Unit-I

Risk Management: Meaning, Principles of Risk Management, Types of financial risks: Credit risk, Market risk, Operational risk, Liquidity risk, legal risk, interest rate risk and currency risk. Corporate Risk Management: Evolution of Risk Management, Approaches to Risk Management.

Unit-II

Risk Management Process, Tools - Hedging, Forwards, and Futures, Options and Swaps and Hybrids. Asset liability management, risk management policy and procedure, capital adequacy norms, GAP analysis, simulation, duration analysis. Role of risk manager, Liquidity Management.

Unit-III

Country Risk Analysis: Study of Economic & Political Factors Posing Risk, Country Risk Analysis in International Banking. Credit Risk Management: Introduction, Basel-I, Three pillars of Basel-II, RBI guidelines on risk management.

Unit-IV

Foreign Exchange Risk Management: Foreign Exchange Instruments, Recent developments in derivatives markets in India; Measuring & Managing Various Exposures: Alternative measures of foreign exchange exposure, Measuring & Managing Transaction Exposure Measuring & Managing Operating Exposure; Measuring & Managing Translation Exposure.

Suggested Readings:

S.No	Title	Author(s)	Publisher
1	Risk Management & Derivatives	R.N. Shulz	Thomson : South Wester
2	Derivatives and Risk Management	J.R. Verma	T.M. New Delhi
3	International financial Management, 5th Edition	Apte P.G.	Tata McGraw Hill, India
4	International Financial Management, 7th Edition	Bhalla, V. K	Anmol Publications, India
5	Financial Risk Management	Dun & Bradstreet	Mc Graw- hill Education
6	Foreign Exchange, International Finance & Risk Management	A V Rajwade	Academic of Business Studies

Course Code	COM612-19
Course Title	Financial Derivatives
Type of course	DSE-6
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Knowledge of Capital and currency markets
Course Objectives (CO)	To impart understanding of risk management through derivatives

Unit-I

Introduction -Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options, Swaps- Differences between Cash and Future Markets –Types of Traders OTC and Exchange Traded Securities, Types of Settlement Uses and Advantages of Derivatives, Risks in Derivatives.

Unit-II

Futures Contract- Specifications of Futures Contract, Margin Requirements, Marking to Market, Hedging using Futures Types of Futures Contracts, Securities, Stock Index Futures, Currencies and Commodities, Delivery Options, Relationship between Future Prices, Forward Prices and Spot Prices.

Unit-III

Options -Definition Exchange Traded Options, OTC Options Specifications of Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option payoff, options on Securities, Stock Indices, Currencies and Futures, Options pricing models, Differences between future and Option contracts.

Unit-IV

Swaps-Definition of SWAP, Interest Rate SWAP, Currency SWAP, Evolution of Derivatives Market in India Regulations Framework Exchange Trading in Derivatives

Suggested Readings:

S.No.	Title	Author(s)	Publisher
1	Options, Futures and Other Derivative Securities	John. C. Hull	PHI Learning
2	Financial Derivatives An Introduction to Futures, Forwards, Options and SWAPs	Keith Redhead	PHI Learning

Specialization: Banking and Insurance

Course Code	COM613-19
Course Title	Principles and Practices of Banking
Type of course	DSE-1
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basic knowledge of Banking operations
Course Objectives (CO)	To facilitate the students to learn the banking concepts and approaches as would apply them in day to day activities.

Unit I

Role and Functions of banks in the Indian Financial system. Principles of lending ;various credit Products-working capital and term loans ; Credit Appraisal Techniques ;Approach to lending.Merchant banking- Basic concept and origin, functions, SEBI regulations, Recent trends of merchant banking in India.

Unit-II

Credit management -credit monitoring, NPA Management;Agriculture/SMEs/SHGs/SSI/Tiny Sector financing. Different types of documents; Documentation Procedures; Stamping of documents Securities - Different modes of charging - types of collaterals and their characteristics. Fair Practices for Debt Collection.

Unit-III

Electronic Banking- Core Banking -Electronic products Banking Technology - Distribution channels: Teller Machines at the Bank Counters , Cash dispensers , ATMs , Electronic Payment systems , On line Banking , smart cards, cheque Truncation, Electronic funds transfer systems.

Risk and security issues of IT in banking - Protecting the confidentiality and secrecy of data, business continuity plans. Complete Centralised Solutions (CCS)- Features of CCS.

Unit-IV

New Products and Services -Factoring, Securitisation, bancassurance, Mutual Funds etc. Alliances/mergers/consolidation in bank industry. Promotional marketing techniques followed by banks.

Suggested Readings:

S.No.	Title	Author(s)	Publisher
1	Banking law and Practice in India	Tannan	K. P. Publications
2	Banking law and Practice in India	Khurana and Anjum	K. P. Publications
3	Banking Law and Practice	Maheshwari, S.N. and Maheshwari, S.K.	Kalyani Publishers, New Delhi
4	Emerging Trends in the Banking Sector	Mittal R.K., Saini A.K. and Dhingra Sanjay	Macmillan
5	Banking Theory Law and Practice	Sundaram and Varshney	Sultan Chand and Sons Publisher.

Course Code	COM 615-19
Course Title	Banking Legislations
Type of course	DSE-2
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Knowledge of banking operation
Course Objectives (CO)	To facilitate the students to learn the banking concepts and approaches as would apply them in day to day activities.

Unit-I

Evolution of banking law : Banking Regulation Act, 1949; Reserve Bank of India Act, Bank Nationalization Act, 1969; A Study of Negotiable Instruments Act, 1881 based on case law.

Unit-II

Banker and customer relations : Banks as borrowers; cheques - payment of customers cheques: collecting banker and customers accounts.

Unit-III

Employment of funds; Guarantees; Advances secured by collateral securities; Advances against goods and documents of title to goods; Analysis of banks balance sheet, Electronic funds transfer and other electronic payments; Internet banking.

Unit-IV

The Foreign exchange Management Act, 1999, Provisions relating to: Preliminary (Sec 1-2), Regulation and Management of Foreign Exchange (Sec 3 to 9). Authorized person (Section 10 to 12) Contravention and penalties (Section 13 to 15) Adjudication and Appeal (Sections 16 to 21 and sections 34-35) Directorate of enforcement (section 36 to 38).

Suggested Readings:

S.No	Title	Author(s)	Publisher
1	Banking Law and Practice	P.N. Varshney	Sultan Chand & Sons, New Delhi
2	Banking Law and Practice	B.M. Lall Nigam	Konark Publishers Pvt Ltd
3	Banker's Manual	Tax mann	Taxmann Publications Pvt. Ltd., New Delhi.

Course Code	COM 617-19
Course Title	Accounting for Insurance & Banking Companies
Type of course	DSE-3
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basic knowledge of Banking operations
Course Objectives (CO)	To help the students to study the accounting practices followed by insurance and banking companies and to provide them the knowledge of regulatory framework guiding these companies.

Unit-I

Insurance : Meaning, Basic concepts, terms used in insurance Business, Types; relevant provisions of the Insurance Act 1938, Insurance Regulatory and Development Authority Act, 1999.

General Insurance: Accounting Technique of General Insurance Business, Functional Divisions and Books of Accounts Maintained Therein, Claims Provision at Divisional Offices, Claims Paid, Co-Insurance, Outstanding Premium, Commission, Loans, Investments, Unexpired Risks Reserve., Re-Insurance, types of reinsurance contracts.

Unit-II

Prepare financial statements of insurance companies carrying on life insurance business, Structure of Schedules A and B, Financial Statements, IRDA Regulations, 2002 regarding Preparation of financial statements, management report and auditor's report, Accounting principles for preparation of financial statements.

Unit-III

Banking: Meaning, Basic Concepts, Types of Banks, types of Banking Company Business, Prohibition of Trading, Disposal of Non-Banking Assets, Management, Capital and Reserve, Reserve Funds, Restriction as to Payment of Dividend, Cash Reserve, Licensing of Banking Companies.

Unit-IV

Liquidity Norms, Restriction on Acquisition of Shares in Other Company, Restriction on Loans and Advances, Bank's system of book keeping, Principal Books of Accounts, Capital Framework of Banks Functioning in India, Income Recognition, Classification of Assets and Provisions, Other Special Transactions of Banks.

Suggested Readings:

S.No.	Title	Author(s)	Publisher
1	Advanced Accounting	IPCC Study Material	Board of Studies, ICAI
2	Bank and Insurance Capital Management	Frans De Weert	Wiley Finance
3	Advanced Accounting	Jain & Narang	Kalyani Publications

Course Code	COM614-19
Course Title	Insurance & Risk Management
Type of course	DSE-4
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basic knowledge of Insurance and management
Course Objectives (CO)	To facilitate the students to learn the concept of insurance and risk management approaches as would apply them in day to day activities

Unit-I

History of Insurance & Different Classifications: Comparison of Life Insurance with other Insurances, Role and Importance of Insurance, Basic Principles of Insurance: Key concepts, Economic Principles, Principles of insurance viz. Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution and Proximity Cause. Types of insurances.

Unit-II

Constituents of the insurance market, Operations of insurance companies, Insurance intermediaries and their functions, specialist insurance companies, insurance specialists Role of regulators – IRDA, Ethics in insurance industry. Different products offered by insurers – term plans , pure endowment plans, combinations of plans, traditional products, Market linked policies, of Annuities and group policies.

Unit-III

Risk and Risk Management Process, Types of Risks, Risk management process, strategies for risk management (avoidance or reduction of risk, risk transfer, risk financing) Risk Management Techniques. Commercial Risk Management Applications: Property, Liability, Commercial Property Insurance Different Policies and Contracts, Business Liability and Risk Management Insurance, Workers' Compensation and Risk Financing.

Unit-IV

Risk Management Applications: loss of Life-Loss of Health, Retirement Planning and Annuities, Employee Benefits, Financial and Estate Planning. Risk management environment: industry, functions and organisation of insurers. Government regulation of insurance sector, IRA, Privatisation of insurance business in India, changes in Insurance Act - Insurance intermediaries, insurance products pricing, claim valuation, Foreign insurers in India.

Suggested Readings:

S.No.	Title	Author(s)	Publisher
1	Risk Management and Insurance	Niehaus, Harrington	Tata McGraw-Hill
2	Risk Management-Insurance and Derivatives	Kotreshwar, G	Himalaya Publishing House.
3	Insurance Principles and Practice	Gopal Krishan, G.	Sterling Publishers, New Delhi.
4	Insurance and Risk	Gupta, P.K	Himalaya Publication
5	Insurance Management	Sahoo, S.C. and Das, S.C	Himalaya Publication.

6	Principles of Risk and Insurance.	Rejda, George E	Pearson Education
7	Principles of Risk and Insurance	McNamara	Addison-Wesley
8	Introduction to Risk and Insurance.	Dorfman	Prentice Hall.
9	Risk Management and Insurance	Williams and Heins	McGraw Hill Pub.



Course Code	COM616-19
Course Title	Principles & Practices of Insurance
Type of course	DSE-5
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basic knowledge of Insurance companies
Course Objectives (CO)	To facilitate the students to learn the concept of insurance its approaches as would apply them in day to day activities.

Unit-I

Introduction and Scope of Insurance: Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Insurance as a social security tool, Insurance and economic development, Fundamentals/ Principles of Insurance. Contract of Insurance.

Unit-II

Life Insurance: Principles and practice of life assurance. Life assurance contracts, their nature and characteristics, Parties to the contract and their rights and duties. Conditions and terms of policy and effects of non-compliance thereof. Nominations and Assignment Practice in connection with collection of premium, revivals, loans, surrenders, claims, bonuses and annuity payments. Present structure & growth of Life insurance in India.

Unit-III

Fire Insurance - The basic principles of Fire Insurance contracts. Fire Policy, conditions, Assignment of Policy, Claims. Marine Insurance – General Principles – Insurable interest and value disclosure Marine Policy and their conditions, Premium; double insurance.

Insurance Intermediaries – Agents and Procedure for Becoming an Agent; Pre requisite for obtaining a license; Duration of license; Cancellation of license. Revocation of suspension/ termination of agent appointment, Code of conduct.

Unit-IV

Risk management: Risk, Uncertainty, Classification of risk, Meaning, Scope & Objective of Risk Management, Underwriting guidelines, Re-insurance, Preparation of Insurance Documents, Policy Conditions .Procedure regarding settlement of policy claims. Insurance Laws and Regulations: Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Code of Conduct in Advertisement, Tax Benefits under Life Insurance Policies.

Suggested Readings:

S.No.	Title	Author(s)	Publisher
1	Insurance Principle & Practice	Mishra M.N	Sultan Chand & Company Ltd., NewDelhi
2	Principles and Practice of Insurance	Periasamy, P.	Himalaya Publishing House.
3	Insurance Principles and Practice	Gopal Krishan, G.	Sterling Publishers, New Delhi
4	Insurance Management Himalaya Publication.	Sahoo, S.C. and Das, S.C	Himalaya Publication.
5	Risk Management- Insurance and Derivatives	Kotreshwar, G	Himalaya Publishing House.
6	Principles of Risk Management and Insurance	Rejda, George E	Pearson Education.

Course Code	COM618-19
Course Title	Merchant Banking & Financial Services
Type of course	DSE-6
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basic knowledge of banking and financial operations
Course Objectives (CO)	To impart understanding of merchant banking in relation to finance.

UnitI

Merchant Banking- Introduction, An Over view of Indian Financial System Merchant Banking in India – Recent Developments and Challenges ahead Institutional Structure, Functions of Merchant Bank, Legal and Regulatory Framework, Relevant Provisions of Companies Act, SERA, SEBI guidelines, FEMA, etc. , Relation with Stock Exchanges and OTCEI.

Unit-II

Issue Management- Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments, Issue Pricing, Book Building Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. Role of Registrars, Bankers to the Issue, Underwriters, and Brokers. Offer for Sale Green Shoe Option, IPO, Private Placement, Bought out Deals Placement with FIs, MFs, FIIs, etc. Off Shore Issues, Issue Marketing, Advertising Strategies, NRI Marketing, Post Issue Activities.

Unit-III

Other Fee Based Services- Mergers and Acquisitions , Portfolio Management Services, Credit Syndication , Credit Rating , Mutual Funds, Business Valuation.

Unit-IV

Other Fund Based Financial Services- Consumer Credit -Credit Cards, Real Estate Financing -Bills Discounting –factoring and Forfaiting – Venture Capital.

Suggested Readings:

S.No.	Title	Author(s)	Publisher
1	Financial Services	M.Y.Khan	Tata McGraw Hill
2	Financial Services	Nalini Prava Tripathy	PHI learning
3	Indian Financial System	Varshney P.N. & Mittal D.K	Sultan Chand & Sons

Specialization: Marketing

Course Code	COM619-19
Course Title	Internet Marketing
Type of Course	DSE-1
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basic knowledge of marketing and internet.
Course Objectives	To introduce the students to the emerging dimensions of the internet marketing and develop suitable strategies to leverage the potential of e-marketing for achieving organizational goals.

Unit-I

Introduction to marketing- meaning features, new versus old rules of marketing, Introduction to Internet Marketing: Nature and scope. Manual marketing versus internet marketing. Evolution of WWW and the Digital World: Digital Marketing Process.

Unit- II

Marketing with Networks: Internet and Intranet, Benefits of E-Marketing, Problems in E-Marketing, E-marketing Techniques The five P's of Internet Marketing- Product, Place, Promotion, Price, People Web Business Models in the world of Marketing: E-Commerce, E-marketing Channels, Suppliers and Intermediaries.

Unit- III

Online Marketing: Blogs, RSS, Podcasting, Online Communities and Social Networks, their influence on Consumers, Personalization, Online Consumer behaviour, Customer Support and Online Service Quality. Internet Marketing Strategy: Macro Environmental Analysis and strategy formulation, Internet Marketing Plans Internet and the Marketing Mix Channels: E-tailing, B2B e-marketing. Additional Internet Marketing strategy channels- internet advertising, E-mail marketing.

Unit-IV

Online Relationship Marketing: E-CRM. Permission Marketing: Models and applications Applications of E-Marketing - Introduction, Objectives, Online Advertising, Direct Response Medium, Role of Distribution in E-Marketing, Lead Generation Platform, Customer Service Mechanism, Relationship Building Medium, Internet Marketing Communications - Publicity and Viral Marketing.

Suggested readings:

S. No.	Name	Author(s)	Publisher
1	Internet marketing plan	Bayne, M	New York: John Wiley & Sons.
2	Internet marketing strategy: implementation and practice (4th ed.)	Dave, C., Mayer, R., & Kevin, J.	New Delhi: Pearson education.

3	Internet marketing and e-commerce (2nd ed.)	Hanson, W., & Kalyalam, K	New Delhi: Cengage
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Course Code	COM621-19
Course Title	Brand and Retail Management
Type of Course	DSE-2
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basics of Brand and Retail Information
Course Objectives	Objective of this subject is creating and developing services and products that meet the specific needs of customers and offering these products at competitive, reasonable prices

UNIT-I

Brand management- definition, concepts and evolution of brand management, component of a brand, Branding Strategies, Importance of branding, Branding terminology, Basic branding concepts- Brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product versus Corporate Branding Introduction to Brand Management, Brand Management Process.

UNIT-II

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names, Multiple branding; Private versus national branding, Handling brand name changes. Brand Positioning and Re-launch : Brand building and communication. Branding in Specific Sectors: Customer, industrial, retail, service brands, E-branding, Branding for international marketing. Programme to built Brand Equity, Measurement of Brand Equity.

UNIT-III

An introduction to the retailing system. Nature, Scope and opportunities, Types of retailers: merchandise retailers, nonstore retail formats, service retailing; types of ownership, functions of retailers; FDI and retailing in India, Emerging issues of Retailing in India ,different kinds of Customer Buying Behaviour: types of buying decisions, buying process, social factors influencing buying decisions in retailing. • Retail Market Strategy: definitions, retail planning process, financial strategy, location strategy, human resource strategy, retail MIS.

UNIT-IV

Retail formats: Store & Non Store Retailing --Franchising Unconventional channels, Retail Location: Factors affecting location decision – Site Selection – Merchandise planning – Stock turns, Credit Management, Retail promotions – Staying ahead of competition; Supply Chain Management; Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and other current and emerging formats – Issues and Options; Retail Equity; Technology in Retailing; Retailing through the Internet.

Suggested Readings :

Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Strategic Brand Management	<u>Ram Kishen, Nalini Dutta</u>	Ane Publications
2	Brand Management	<u>Ranjeet Verma</u>	Laxmi Publications

3	Retailing Management	Swapna Pradhan	Tata McGraw Hill Publications
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Course Code	COM623-19
Course Title	Service Marketing
Type of Course	DSE-3
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basic knowledge of service sector.
Course Objectives	To acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.

Unit-I

Nature and Scope of Services- Introduction, meaning of services, classification of services, growth of service sectors and service industries. Concept and evolution of services marketing- meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing. Services Marketing Mix and Gaps Model- Introduction, 7Ps of service marketing, service gaps framework, models of service marketing.

Unit-II

Consumer Behavior in Services Marketing- Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Service design and development- Challenges to services design, new service development, developing the service blueprint, quality function deployment, service innovations.

Unit- III

Positioning Services in Competitive Markets- need for positioning services effectively, achieving competitive advantage, developing an effective positioning strategy, Blue Ocean Strategy – Its Relevance to Services Marketing.

Unit- IV

Emerging Issues in Service Marketing Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing.

Suggested Readings:

S.No	Title	Author(S)	Publisher
1	Services Marketing: People, Technology, Strategy	Lovelock, Christopher, Wirtz Jochen, Chatterjee	Pearson Education, New Delhi.
2	Services Marketing	Zeithaml, V.A., Bitner, Mary Jo, Pandit	Tata McGraw Hill, New Delhi.
3	The Essence of Services Marketing	Payne, Adrian	Prentice Hall of India, New Delhi.

4	Services Marketing	Nargundhar, Rajendra	Tata McGraw Hill, New Delhi
5	Services Marketing–A Strategic Approach	Goncalves, Karen P	Prentice Hall International, New Jersey
6	Services Marketing–The Indian Context	Srinivasan, R	Prentice Hall of India, New Delhi.



Course Code	COM620-19
Course Title	Marketing Research and Consumer Behaviour
Type of Course	DSE-4
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basic knowledge of marketing and consumer taste and preference.
Course Objectives	To enhance the students understanding of the marketing research industry & to understand the role of consumer behaviour in marketing.

UNIT-I

Marketing research –Introduction, Research Characteristics, Nature and Scope of Marketing Research Various Types of Research , Marketing Research and its Management. Research Process, Research Methods, Research Design, Sample Design, Data Collection, Analysis and Interpretation, Designing a Questionnaire.

UNIT-II

Sampling Theory, Process of Sampling Design, Determining Sample Size, Selecting an Appropriate Sampling Technique. Applications of Marketing Research, Recent Trends in Marketing Research, Online Marketing Research, Social Marketing, Rural Marketing, International Marketing and Branding Research.

UNIT-III

Consumer Behaviour: Concepts, Significance & Dimensions of Consumer Behaviour, Application of knowledge of Consumer Behaviour in marketing decisions. Consumer Behaviour Models : Howard- Sheth, Nicosia Model, Engel – Kollat, Webstar and wind Consumer Behaviour Models.

UNIT –IV

Psychological Influences on consumer behaviour: motivation, perception, personality Learning and Attitude, Self Image and Life styles, Consumer expectation and satisfaction. Environmental Influences on consumer behaviour: Socio-Cultural, Cross Culture, Family group, Reference group, Communication, Consumer Decision Process.

Suggested Readings:

S. No.	Name	Author(s)	Publisher
1	Marketing Tools and Techniques	Nigel Bradley	Oxford, New Delhi
2	Business Research Methods	Naval Bajpai	Pearson
3	Consumer Behaviour and Marketing Strategy	Paul Peter et al.,	Tata McGraw Hill, Indian Edition

4	Consumer behaviour	Das Gupta	Wiley 2012
5	Theory of Consumer behaviour	Shri Prakash	I edition, Vikas 2012



Course Code	COM622-19
Course Title	International Marketing
Type of course	DSE-5
L T P	4:0:0
Credits	4:0:0
Course prerequisite	Basic knowledge of marketing.
Course Objective (CO)	Objective of this course is to develop capacity of the students to understand the contemporary changes in the global marketing conditions.

UNIT- I

International marketing: Introduction and meaning of international marketing, scope and significance, the strategic importance of international marketing, strategic importance of marketing, differentiate between international and domestic marketing, need for international trade, International Marketing Environment, International social and cultural environment, Political legal environment and regulatory environment of international marketing.

UNIT-II

International market research and entry strategies: Different methods of entering to international market, market entry strategies; joint venture, direct investment, manufacturing and franchising. Marketing research meaning and various concepts, need; scope and approaches to international market research, process of international marketing research.

UNIT-III

International product management: International product planning, product adoption, product segmentation and positioning, product life cycle, international product marketing and marketing of services. Pricing of product in international market, various methods of pricing, international pricing strategies. Branding and packaging decisions, marketing industrial products, International marketing of services. Global promotion, Channels of Distribution, Physical distribution.

UNIT- IV

Export marketing: iIntroduction, procedure, documentation and EXIM policy of India. Export assistance and incentives in India, Various legal issues in international marketing.

Suggested Readings:

Sr. no.	Name	Author(s)	Publisher

1	International Marketing	Subhash C. Jain	Pearson Education
2	International Marketing	Philip R Cateora and John L Graham Irwin	McGraw-Hill, Boston
3	International Marketing (Analysis and strategy)	Sak Onkvisit & John J Shaw	Pearson Education



Course Code	COM624-19
Course Title	Supply Chain Management
Type of Course	DSE-6
L T P	4:0:0
Credits	4:0:0
Course Prerequisites	Basic knowledge of logistics and supply chain management.
Course Objectives	This course would help students develop an understanding about the importance of supply chain, key issues of supply chain and the drivers of supply chain performance.

Unit I

Supply Chain Management: Introduction, Supply Chain, Objectives, Importance of Supply Chain Management, Activities of Supply Chain Management, Decision Phases in a Supply Chain, Process View of Supply Chain, Linking Competitive (Business) and Supply Chain Strategies, Barriers of Supply Chain Management, Marketing Mix Model. Designing the Supply Chain Network: Role of Distribution Network Factors Influencing Distribution Network.

Unit II

Supply chain synergies: Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance: Framework for structuring Facilities, including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing ,Yield management /Revenue management. Customer value and supply chain management: Dimensions of customer value-value added services, Push-pull boundary ,mass customization and supply chain management outsource, Party Logistics providers managing risk in supply chains creating a sustainable supply chain.

Unit III

Supply chain analytics Use of computer software in supply chain problems, Electronic commerce, and emerging mega trends supply chain of the future. Information Technology in the Supply Chain: Supply Chain IT Framework, Role of Information in Supply Chain, Customer Relationship Management (CRM), Internal Supply Chain Management, Supplier Relationship Management, Enterprise Resource Planning (ERP).

Unit IV

Recent Trends in Supply Chain Management-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management.

Suggested Readings:

S. No	Title	Author(S)	Publisher
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1	A Logistic Approach to Supply Chain Management,	Coyle, J., Langley, J., Gibson, B. and Novack, R	Cengage Learning, 2009.
2	Supply Chain Management: A Managerial Approach,	Sinha, A. and Kotzab, H	McGraw Hill Co.
3	Sourcing and Supply Chain Management	Handfield, R. and Monczka, R	Cengage Learning, 2012



