

C.S.J.M. UNIVERSITY, KANPUR

MASTER OF COMMERCE

COURSE STRUCTURE

M.Com. Previous (Session 2018-19 and onwards)

Code	Course Title
MC. 1.1	Management Concepts and Organisational Behaviour
MC. 1.2	Managerial Economics
MC. 1.3	Statistical Analysis
MC. 1.4	Accounting for Managerial Decisions
MC. 1.5	Strategic Management

M.Com. Final (Session 2019-20 and onwards)

Code	Course Title
MC. 2.1	Corporate Tax Planning and Management
MC. 2.2	Operations Research

And any one of the following Two Optional Groups :

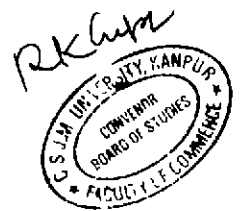
Optional Group I : Finance

MC. 2.3	Financial Institutions and Markets
MC. 2.4	Security Analysis and Portfolio Management

Optional Group II : Marketing

MC. 2.5	Advertising and Sales Management
MC. 2.6	Marketing Research

NOTE : Each paper will be of maximum marks 100. Viva-Voice examination of maximum marks 100 shall be held at the end of M.Com. Final Examination. Candidate is required to take 5 papers in first year and 5 papers in second year including viva.



M.COM. (Previous)

COURSE STRUCTURE

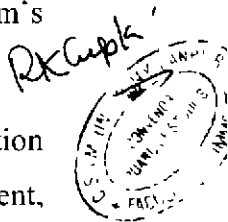
MC. 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Objective :-

The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

COURSE INPUTS :-

- UNIT-I** **Schools of Management Thought** : Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; functions of a manager.
- UNIT-II** **Managerial Functions** : Planning concept, significance, types; Organising-concept, principles, theories, types of organisation, authority, responsibility, power, delegation, decentralisation; Staffing; Directing; Coordinating; Control-nature, process and techniques.
- UNIT-III** **Organisational Behaviour** : Organisational Behaviour-concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception, Learning, Personality, Transactional analysis.
- UNIT-IV** **Motivation** : Process of motivation ; Theories of motivation-need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.
- UNIT-V** **Group Dynamics and Team Development** : Group dynamics-definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.
- UNIT-VI** **Leadership** : Concept Leadership styles: Theories-trait theory, behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's Four systems of leadership.



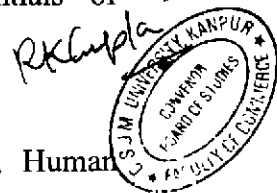
UNIT-VII Organisational Conflict : Dynamics and management: Sources, patterns, levels and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

UNIT-VIII Interpersonal and Organisational Communication : Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication, Improving communication; Transactional analysis in communication.

UNIT-IX Organisational Development : Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD Intervention.

References

1. Griffin, Ricky W : Organisational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel, Don, John W. Slocum. Jr., and Richard W. Woodman; Organisational Behaviour, South Western College publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson. Management of Organisation Behaviour; Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol T. Matheson; Organisational Behaviour and Management, Business Publication Inc. Texas.
5. Koontz, Harold, Cyril O'Donnelll, and Hernz Wehrich; Essentials of Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred; Organisational Behaviour. McGraw-Hill, New York.
7. Newstrom, Hohn W. and Keith Davis: Organisational Behaviour; Human Behaviour at Work. Tata McGraw-Hill, New Delhi.
8. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
9. Robbins, Stephen P: Organisational Behaviour, Prentice Hall, New Delhi.
10. Steers, Richard M. and J. Stewart Black; Organisational Behaviour, Harper Collins college Publishers, New York.
11. Sukla, Madhukar; Understanding Organisations; Organisation Theory and Practice in India, Prentice Hall, New Delhi.



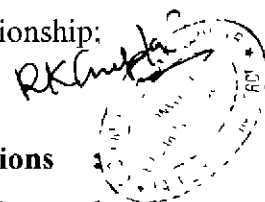
MC. 1.2 MANAGERIAL ECONOMICS

Objective :-

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

COURSE INPUTS :-

- UNIT-I** **Nature and scope of Managerial Economics** : Objective of firm; Economic theory managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts-incremental principle, opportunity cost principle, discounting principle equi-marginal principle.
- UNIT-II** **Demand Analysis** : Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand – its meaning and importance; Price elasticity income elasticity and cross elasticity; Price elasticity in management decisions.
- UNIT-III** **Theory of consumer Choice** : Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products, Demand forecasting techniques.
- UNIT-IV** **Production Theory** : Production function-production with one and two variable inputs; stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost function-their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.
- UNIT-V** **Price Determination under Different Market Conditions** : Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long run under perfect competition. Monopolistic competition, oligopoly and monopoly.
- UNIT-VI** **Pricing Practices** : Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

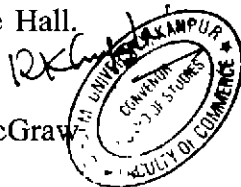


UNIT-VII Business Cycles : Nature and phases of a business cycle; Theories of business cycles – psychological, profit. monetary, innovation, cobweb. Samuelson and Hicks theories.

UNIT-VIII Inflation : Definition, characteristics and types; Inflation in terms of demand pull and cost push factors; Effects of inflation.

References :

1. Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Micheal R : Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P. : Managerial Economics, Tata McGraw Hill, Delhi.
4. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Dholakia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B Curtis and Diane Faton : Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and S. Hills: Fundamental of Managerial Economics, McMillan London.
8. Haynes, W.W., W.L. Mote and S. Paul : Managerial Economics Analysis and Cases, Prentice Hall India, Delhi.
9. Petersen, H. Craig and W. Cris Lewis : Managerial Economics, Prentice Hall, Delhi.
10. Salvatore, Dominick : Managerial Economics in a Global Economy. McGraw Hill, New York.
11. Varian, H.R.; International Microeconomics; A Modern Approach, East West Press, New Delhi.
12. Varshney R.L. and Maheshwari K.L.: Managerial Economics; Sultan Chand and sons New Delhi.
13. Dwivedi D.N.: Managerial Economics, Vikas Publishing House, New Delhi.
14. Adhikary M. Business Economics, Excel Books, New Delhi.



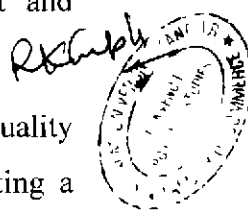
MC. 1.3 STATISTICAL ANALYSIS

Objective :-

The objective of this course is make the students learn the application of statistical tools and techniques for decision making.

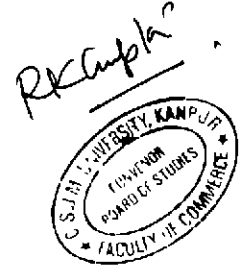
COURSE INPUTS :-

- UNIT-I** **Probability Theory** : Probability-classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye`s theorem.
- UNIT-II** **Probability Distributions** : Binomial, Poisson and Normal distributions; Their characteristics and applications.
- UNIT-III** **Statistical Decision Theory** : Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.
- UNIT-IV** **Statistical Estimation and Testing** : Point and interval estimation of population mean, proportion, and variance; Statistical testing-hypothesis and error.
- UNIT-V** Correlation and Regression Analysis : Two variables case.
- UNIT-VI** Associative of Attributes Consistency of data, Chi Square Test and Goodness of fit.
- UNIT-VII** **Statistical Quality Control** : Causes of variations in quality characteristics; Quality control charts-purpose and logic; Constructing a control charts-computing the control limits (X and R charts) Process under control and out of control; Warning limits Control charts for attributes – fraction defectives and number of defects; Acceptance sampling.
- UNIT-VIII** **Sampling Theory & Test of Significance** : Point and interval estimation of population mean; proportion and variance. Hypothesis tests and errors, Sampling of attributes, Large and Small Sample tests : z, T and F Tests.
- UNIT-IX** **Business Forecasting** : Business Forecasting – need, importance and techniques of forecasting. Interpolation and Extrapolation, Graphical and quantitative methods.



References :

1. Hooda, R.P., Statistics for Business and Economics, Macmillan, New Delhi.
2. Heinz, Kohler : Statistics for Business and Economics, Harper Collins, New York.
3. Hien, L.W. Quantitative approach to Managerial Decisions, Prentice Hall, New Delhi.
4. Lawrence B. Morse; Statistics for Business and Economics, Harper Collins, New York.
5. Levin, Richard I and David S Rubin : Statistics for Management, Prentice Hall, Delhi.
6. Watsnam Terry J. and Keith Parramor : Quantitative Methods in Finance, International Thompson Business Press, London.
7. M.P. Gupta and A Upadhyaya - उच्च सांख्यिकी
8. एस. पी. सिंह - सांख्यिकी
9. आर. पी. वाष्णेय - सांख्यिकी
10. B.N. Gupta – Statistics



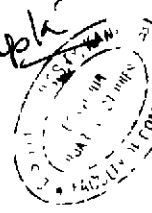
MC. 1.4 ACCOUNTING FOR
MANAGERIAL DECISIONS

Objective :-

The objective to this course is to acquaint students with the accounting, tools and techniques for managerial decisions.

COURSE INPUT :-

- UNIT-I Introduction of Accounting :** Management accounting as a area of accounting; Objectives, nature and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities.
- UNIT-II Accounting Plan and Responsibility Centre :** Meaning and significance of responsibility accounting; Responsibility centre cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centre.
- UNIT-III Budgeting :** Definition of budget; Essentials of budgeting; Types of budgets-functional, master, etc.. Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.
- UNIT-IV Standard Costing and Variance Analysis :** Standard costing as a control technique; Setting of standards and their revision; Variance analysis-meaning and importance, kinds of variances and their uses – material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.
- UNIT-V Marginal Costing and Break-even Analysis –** Concept of marginal cost, Marginal costing and absorption costing; Marginal costing versus direct costing; cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make of buy decisions and discontinuation of a product line etc.
- UNIT-VI Analysing Financial Statements :** Horizontal, vertical and ratio analyses; Cash flow analysis, Funds Flow statements.

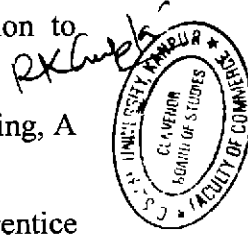
RK Gupta


UNIT-VII Capital Budgeting. Meaning, Significance and Techniques of investment appraisal : Payback, Net Present Value (NPV) and Internal Rate of Returns (IRR).

UNIT-VIII Reporting to Management : Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

References :

1. Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.
2. Barfield, Jessie, Ceily A. Raiborn and Micheal R. Kanney: Cost Accounting: Traditions and Innovations, South-Western College Publishing, Cincinnati, Ohio.
3. Decoster, Don T. and Elden L. Schafer: Management Accounting, A decision Emphasis, John Wiley and Sons Ins., New York.
4. Garrison, Ray H. and Eric W. Noreen: Management Accounting Richard D. Irwin, Chicago.
5. Hansen, Don R. and Maryanne M. Moreen: Management Accounting, South-Western College Publishing, Cincinnati, Ohio.
6. Horngren, C.T., Gary L. Sundem and William O. Stratton: Introduction to Management Accounting. Prentice Hall, Delhi.
7. Horngren, Charies T., George Foster and Srikant M. Daliar: Cost Accounting, A Managerial Emphasis, Prentice, Hall, Delhi.
8. Lall, B.M., and L.C. Jain: Cost Accounting: Principles and practice, Prentice Hall, Delhi.
9. Pandey, I. M., Management Accounting, Vani, Publication, Delhi.
10. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon: Budgeting Profit Planning and Control, Prentice Hall, Delhi.
11. S.P. Gupta Management Accounting (Hindi and English).
12. Agarwal and Agarwal - प्रबन्धकीय लेखांकन
13. R.K. Sharma: Management Accounting.
14. I.C. Gupta – प्रबन्धकीय लेखांकन
15. Ravi M. Kishore: Management Accounting.



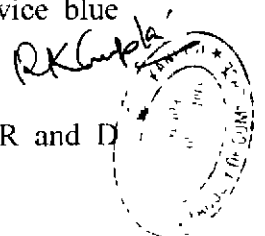
MC. 1.5 STRATEGIC MANAGEMENT

Objective :-

The objective of this course is to enhance decision making abilities of students in situations of uncertainty in dynamic business environment.

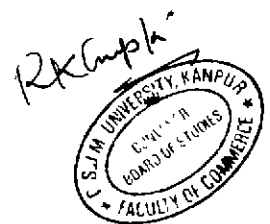
COURSE INPUTS :-

- UNIT-I** **Concept of Strategy** : Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objective and goals; Strategic business unit (SBU); Functional level strategies.
- UNIT-II** **Environmental Analysis and Diagnosis** : Concept to environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.
- UNIT-III** **Strategy Formulation and Choice of Alternatives** : Strategies modernisation, diversification, integration; merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies, Process of strategic choice-industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies-cost leadership, differentiation focus, value chain analysis, bench marking, service blue printing.
- UNIT-IV** **Functional Strategies** : Marketing production/operations and R and D plans and policies.
- UNIT-V** **Functional Strategies** : Personnel and financial plans and policies.
- UNIT-VI** **Strategy Implementation** : Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.
- UNIT-VII** **Strategy and Structure** : Structural consideration, structures for strategies; Organisational design and change.
- UNIT-VIII** **Strategy Evaluation** : Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control, Global Issues in Strategic Management.



References :

1. Bhattachary, S.K. and N. Venkataramin; Managing Business Enterprises; Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S. B. and M.B. Athreg; Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter, Business Policy; Text and Cases, Richard D. Irsin, Ine, Homewood Illinois.
4. Coulter mary K: Strategic Management in Action, Prentice Hall, New Delhi.
5. David, Fred R: Strategic Management, Prentice Hall, New Delhi.
6. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill, International Edition.
7. H. Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
8. Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.
9. Michael, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
10. Mintzberg, Henry and James Brian Quinn; The Strategy Process, Prentice Hall, New Jersey.
11. Newman, William H. and James P. Logan; Strategy. Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
12. Statma, R.A: Strategic Management in Indian Companies. Deep and Deep Publication, New Delhi.



M.COM. (Final)

MC. 2.1 CORPORATE TAX PLANNING AND MANAGEMENT

Objective :-

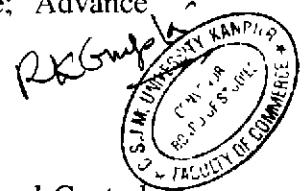
This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management.

COURSE INPUTS :-

- UNIT-I Introduction to Tax Management :** Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax.
- UNIT-II Tax Planning for New Business :** Tax planning with reference to location, nature and form of organisation of new business.
- UNIT-III Tax Planning and Financial Management Decisions :** Tax Planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.
- UNIT-IV Tax Planning and Managerial Decisions :** Tax Planning in respect of own or lease. sale of assets used for scientific research, make of buy decisions; Repair, replace, renewal or renovation and shutdown or continue decisions.
- UNIT-V Special Tax Provisions :** Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.
- UNIT-VI Tax Issues Relating to Amalgamation :** Tax Planning with reference to amalgamation of companies.
- UNIT-VII Tax Payment :** Tax deductions and collection at source; Advance payment of tax.

References :

1. Ahuja G.K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rules, 1962.
5. Lakhotia, R. N. : Corporate Tax Planning, Vision Publications, Delhi.
6. Singhanian, V. K. : Direct Taxes Law and Practices. Taxman's Publication, Delhi.
7. Singhanian Vinod K.: Direct tax Planning and Management, Taxman Publication, Delhi.



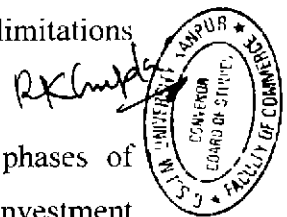
MC. 2.2 OPERATIONS RESEARCH

Objective :-

To have a perspective of what operation research is about and how it can improve managerial decision making.

COURSE INPUTS :-

- UNIT-I Operations Research a Introduction :** Origin of Operation Research (OR); Background, scope and applications of OR; Phases of OR; Types of OR modes.
- UNIT-II** Tools and techniques of OR and their limitations.
- UNIT-III Linear Programming :** Introduction; Basic assumptions; Formulations; Solution techniques; Graphical solutions. Multiple optimal solutions. Unbounded solutions and Infeasible solutions. Simplex method.
- UNIT-IV Decision Theory and Analysis :** Meaning, application in management. steps of decision theory structure of decision making problem Decision making under certainty. Uncertainty and risk. Decision Tree Analysis.
- UNIT-V Queuing Theory :** Introduction; Operating characteristics of a queuing system; Constituents, service facility and queuing discipline; mathematical analysis; Properties of queuing system Queuing models single channel model, multiple channel, finite queuing mode; Applications and limitations of Queuing Theory.
- UNIT-VI Investment Analysis :** Importance of investment decision, phases of investment decision time value of money, techniques of Investment analysis, investment risk and uncertainty.
- UNIT-VII Game Theory :** Introduction to Game Theory competitive games; concepts and characteristics of game theory; Managerial applications. Types of game; Two persons Zero sum games; games with no saddle point; The principle of Dominance.
- UNIT-VIII Inventory Management :** Introduction – objective and basic functions of inventory management; Types of inventory; Factors affecting inventory; stages of inventory; Government's and organisational policies.



Inventory models; deterministic Inventory models (single item and multi items); Probabilistic Inventory Model.

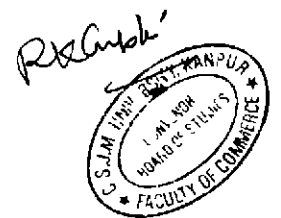
UNIT-IX Network Management : Introduction; Network problem – The description of shortest path problem; The determination of the shortest path; Tools and techniques; Minimum Spanning Tree Problem; Project Network – By concepts, construction of project network diagrams.

UNIT-X Project Management : Introduction; Key issues; Critical Path Method (CPM); Cited Path and critical actuaries; Programme Evaluation and Review Technique (PERT) – Assumptions and measure of certainty; Determination of project completion time in PERT. PERT/CPM network components and precedence relationship.

Earliest and latest times of an activity; Float time; Expected time, Procedure to find the latest allowable time of an event; Project crashing.

Reference :

1. Taha, H. : Operations Research, Macmillan, New York.
2. Levin, Kerpatrick and Rubin : Quantitative Approach Management, New Jersey, Prentice Hall.
3. Theirouf and Klekamp : Decision through Operations Research, New York, John Willey.
4. Sharma J.K. : Operations Research Theory and Applications, New Delhi, Macmillan.
5. Srivastava U.K. : Quantitative Technique.
6. Wanger : Principles of Operation Research.
7. Kothari C.K. : Quantitative Analysis for Business.
8. Kanti Swaroop : Operations Research.
9. Bieraman and Others : Quantitative Analysis for Business.
10. Ackoff and Saisini : Fundamentals of Operations Research.
11. Vohra, N.D. : Quantitative Techniques in Management.
12. Kapoor, V.K. : Operations Research – Techniques for Management.



OPTIONAL GROUPS

Optional Group I : Finance

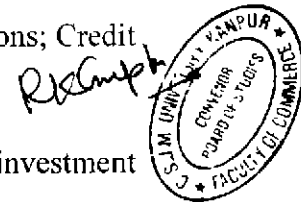
MC. 2.3 FINANCIAL INSTITUTIONS AND MARKET

Objective :-

This course aims at providing student with an understanding of the structure, organisation and working of financial Market and institution in India.

COURSE INPUTS :-

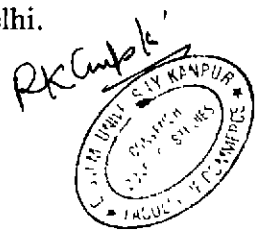
- UNIT-I Introduction :** Nature and role of financial system, Financial system and financial markets, Financial system and economic development; Indian financial system, an overview.
- UNIT-II Financial Markets :** Money and capital markets; Money market-meaning constituents, functions of money market; Money market instruments-call money, treasury bills certificates of deposits, commercial bills, trade bills etc. Recent trends in Indian money market; Capital market-primary and secondary markets; Depository system; Government Securities market; Role of SEBI – and overview; Recent developments.
- UNIT-III Reserve Bank of India :** Organisation, management and functions; Credit creation and credit control; Monetary policy.
- UNIT-IV Commercial Banks :** Meaning, functions, Management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent development in commercial banking.
- UNIT-V Development Banks :** Concept, objectives and functions of development banks; Operational and promotional activities of development banks: IFCI. ICICI. IDBI. IRBI. SIDBI. State development banks, state financial corporations.
- UNIT-VI Insurance Sector :** Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority-role and function.



- UNIT-VII Unit Trust of India :** Objective, functions and various schemes of UTI; Role of UTI in industrial finance.
- UNIT-VIII Non-Banking Financial Institutions :** Concept and role of non-banking financial institutions; Investment policies of non banking financial of non-banking financial institutions; Investment policies of non banking financial institutions in India.
- UNIT-IX Mutual Funds :** Concept. performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India-an overview.
- UNIT-X Merchant Banking :** Concept. functions and growth; Government policy on merchant banking services; SEBI guidelines; future of merchant banking in India.
- UNIT-XI Interest Rate Structure :** Determinants of interest rate structure; Differential interest rate; Recent changes in interest structure.
- UNIT-XII Foreign Investments :** Types, trends and implications; Regulatory framework for foreign investments in India.

Reference :

1. Avdhani; Investment and Securities Markets in India, Himalaya Publications, Delhi.
2. Bhole, L.M.; Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Ghosh, D: Banking Policy in India. Allied Publications, Delhi.
4. Giddy, I.H.: Global Financial Markets, A.I.I.B.S., Delhi.
5. Khan, M.Y. Indian financial System. Tata McGraw Hill. Delhi.
6. Reserve Bank of India, Various Reports. RBI Publication. Mumbai.
7. Varshney, P.N. Indian Financial System, Sultan Chand and Sons, New Delhi.
8. Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.
9. Srivastawa R.M.: Management of Indian Financial Institution; Himalaya Publication House, Mumbai.
10. Varma J C: Guide to Mutual funds and Investment Portfolio, Bharat Publication House, New Delhi.



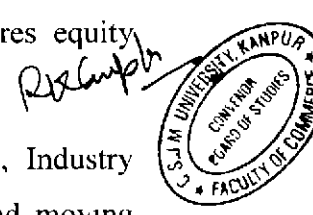
MC. 2.4 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective :-

The objective of this course is to help student understand various issues in security analysis and portfolio management.

COURSE INPUTS :-

- UNIT-I Investments :** Nature and scope of investment, analysis, elements of investment, avenues of investment, approaches to investment analysis; Concept of return and risk; Security return and risk analysis, measurement of return and risk, Financial Investment Avenues : Types and characteristics of Financial Assets, sources of financial informations.
- UNIT-II Security Markets :** Primary and secondary market; Primary market-role functions and methods of selling securities in primary market; Allotment procedure; New financial instruments.
- UNIT-III Public Issue :** SEBI guidelinings on public issue, size of issue, pricing of issue, promoters contribution, appointment of merchant bankers, under writers, broker, registrar and managers, bankers and allotment of shares.
- UNIT-IV Secondary market :** Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository-role and need; Depositories Act, 1996.
- UNIT-V Valuation of securities :** bonds, debentures, preference, shares equity shares.
- UNIT-VI Fundamental and Technical Analysis :** Economic analysis, Industry analysis and Company analysis; Trends, indicators, indices and moving averages applied in technical analysis.
- UNIT-VII Efficient Market Hypothesis :** Weak, semi-strong and strong market and its testing techniques.
- UNIT-VIII Portfolio Analysis :** Estimating rat of return and standard deviation of portfolio. Effect of Combining the securities; Markowitz Risk-return optimisation; Single Index Model or Market Model; Portfolio total risk.



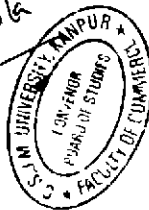
portfolio market risk and unique risk. Simple Sharpe's optimisation solution.

UNIT-IX Capital Market Theory : Capital market line. security market line. risk free lending and borrowings, Factor models; Arbitrage pricing theory, two factor and multi factor models; Principle of arbitrage. arbitrage portfolios.

UNIT-X Portfolio Performance Evaluation : Measure of return, risk adjusted measures of return, market timing. evaluation and procedures.

References :

1. Amling : Fundamental of investment Analysis, Prentice Hall, international Edition.
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3. Chandratre. K.R.: Capital Issue, SEBI and Listing, Bharat Publication House, New Delhi.
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5. Donal, DE, Fisher and Ronald J. Jordan: Security Analysis and Portfolio Management, Prentice Hall, New Delhi.
6. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition.
7. Gupta, L.C: Stock Exchange trading in India; Society for Capital Market Research and Development, Delhi.
8. Machi Raju, H.R.: Merchant Banking; Wiley Eastern Ltd., New Delhi.
9. Machi Raju H.R.: Working of Stock Exchanges in India; Wiley eastern Ltd., New Delhi.
10. Sharpe, William F. Gordon J Alexander and J.V. Baily: Investments, Prentice Hall of India, New Delhi.
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12. Fancis J. Clark: Management of Investments; McGraw Hill, New York.



OPTIONAL GROUP II : MARKETING

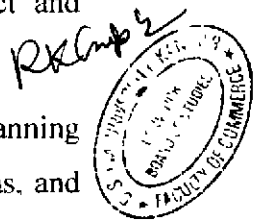
MC. 2.5 ADVERTISING AND SALES MANAGEMENT

Objective :-

The basic objective of this course is to acquaint students with the theory and practices of advertising, as well also management of a firm's sales operations.

COURSE INPUTS :-

- UNIT-I Advertising** : Defined, advertising as tool of marketing; Advertising effects – economic and social; Advertising and consumer behaviour, Advertising scene in India.
- UNIT-II Advertising Objective and Advertising Budgets.**
- UNIT-III Advertising Media** : Print media, broadcasting media; Non-media advertising; media planning and scheduling, Advertising on Internet; Media selection decisions.
- UNIT-IV Message Design and Development** : Copy development, types of appeal, copy testing.
- UNIT-V Measuring Advertising Effectiveness** : Managing advertising agency-client relationship; Promotional scene in India; Techniques for testing advertising effectiveness.
- UNIT-VI Selling** : Concept, objectives, and functions of sales management. Fundamentals of selling, Selling process; Salesmanship; Product and customer knowledge.
- UNIT-VII Sales Planning** : Importance and types of sales planning, Sales Planning process; Sales forecasting; Determining sales territories, sales quotas, and sales budget.
- UNIT-VIII Sales Organisation** : Setting up a sales organization; Planning process; Principles of determining sales organisation.
- UNIT-IX Sales Force Management** : Estimating manpower requirements for sales department; Planning for manpower-recruitment and selection, training

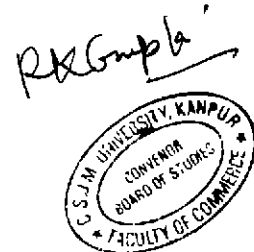


and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.

UNIT-X Control Process : Analysis of sales volume costs and profitability; Managing expenses of sales personnel; Evaluating sales force performance.

References :

1. Asker, David, etal; Advertising Management, Prentice Hall, New Delhi.
2. Anderson, Hair, Bush; Professional sales Management, McGraw Hill, Singapore.
3. Batra, Fajeev, John G. Myers and David A Asker; Advertising Management, Prentice Hall, New Delhi.
4. Ford, Churchill, Walker; Management of sales force, McGraw Hill, Singapore.
5. Gupta, Vaswar Das: Sales Management. In the Indian Perspective, Prentice Hall, Delhi.
6. Hohanson, Kurtz, Schewing: Sales Management, McGraw Hill, Singapore.
7. Krik C.A.: Salesmanship, Tarapore wala, Bombay.
8. Norris, James S.: Advertising, Prentice Hall, New Delhi.
9. Patrick, Forsyth; Sales Management Handbook, Jaico Publications, Bombay.
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11. Stanton, W.J. and Sprio, R: Management of Sales Force, McGraw Hill, Singapore.
12. Still, Richard R. Edward W. Cundiff, and Norman A.P. Govoni: Sales Management, Prentice Hall of India, Delhi.



MC. 2.6 MARKETING RESEARCH

Objective :-

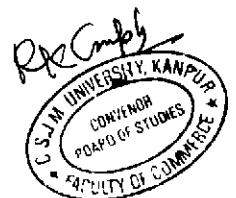
The purpose of this course is to enable students learn the process, tools and techniques of marketing.

COURSE INPUTS :-

- UNIT-I Introduction to Marketing Research :** Importance, Nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organisation.
- UNIT-II Problem Identification and Research Design :** Problem identification and definition: Developing a research proposal; Determining research type – exploratory, descriptive and conclusive research; Experimental designs.
- UNIT-III Data Resources :** Secondary data sources and usage; Online data sources; Primary data collection methods – questioning techniques online surveys, observation method; Questionnaire preparation.
- UNIT-IV Aptitude measurement and scaling techniques :** elementary introduction to measurement scales.
- UNIT-V Sampling Plan :** Universe Sample frame and sampling unit; Sampling techniques; Sample size determination.
- UNIT-VI Data Collection :** Organisation of field work and survey errors – sampling and non-sampling errors.
- UNIT-VII Data Analysis :** Univariate, bivariate and multivariate data analysis: Report preparation and presentation.
- UNIT-VIII Market Research Applications :** Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

References :

1. Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi.
2. Boyd, H.W., Ralph Westfall and S.F. Starsh: Marketing Research: Text and Cases, Richard D. Irwin, Boston.



3. Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi.
4. Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston.
5. Davis, J.J: Advertising Research, Prentice Hall, New Delhi.
6. Green, Paul E., Donald S. Tull and Gerald Album: Research for marketing decision, Prentice Hall, New Delhi.
7. Hooda R.P: Statistics for Business and Economics, MacMillan India, New Delhi.
8. Luch, D.J.: Marketing Research, Prentice Hall, New Delhi.
9. Tull, Donald and Hawkin, Del I : Marketing Research Measurement and Method, Prentice Hall, New Delhi.
10. Zaltman and Burger : Marketing Research; Dryden Press, Illinois.

