

# SYLLABUS

DEPARTMENT OF  
BUSINESS ADMINISTRATION

M.Com. (Previous) Bus. Adm. Examination, 2013  
M.Com. (Final) Bus. Adm. Examination, 2014



JAI NARAIN VYAS UNIVERSITY  
JODHPUR

## IMPORTANT

With a view to bring about greater reliability, validity and objectivity in the examination system and also for closer integration of teaching, learning and evaluation.

- (i) The syllabus has been divided into units. Questions will be set from each unit with provision for internal choice.
- (ii) In order to ensure that students do not leave out important portion of the syllabus, examiners shall be free to repeat the questions set in the previous examinations.

[Ref. Resolution No. 21 (c) of Academic Council dated 9-2-84]

The examinees be permitted to use their personal transistorised pocket battery operated calculators in the examinations. The calculator to be used by the candidates in the examinations should not have more than 12 digits, 6 functions and 2 memories and should be noiseless and cordless. A calculator belonging to one candidate shall not be allowed to be used by another candidate. The Superintendent of the centre will have complete discretion to disallow the use of a calculator which does not conform to the above specification.

[Ref. Res. No. 6/90 of Academic Council dated 20th July, 1990]

In Engineering and any other examinations where the use of calculators is already permitted, it shall remain undisturbed.

## NOTIFICATION

**In compliance of decision of the Hon'ble High Court all students are required to fulfil 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.**

REGISTRAR  
(Academic)

# SYLLABUS

## DEPARTMENT OF BUSINESS ADMINISTRATION

**M.Com. (Previous) Bus. Adm. Examination, 2013**  
**M.Com. (Final) Bus. Adm. Examination, 2014**



**FACULTY OF COMMERCE AND  
MANAGEMENT STUDIES**

**JAI NARAIN VYAS UNIVERSITY  
JODHPUR**

## MEMBERS OF THE TEACHING STAFF

### **Professor & Head**

Dr. J.K. Sharma M.Com., M.Phil., Ph. D.  
FDP (IIM-A)

### **Professors**

Dr. R.C.S. Rajpurohit M.Com., M.Phil., Ph. D.  
Dr. Rajan Handa M.Com., Ph. D., MBA

### **Associate Professor**

Dr. M.S. Gupta M.Com., Ph.D.

### **Assistant Professor**

Dr. M.L. Vasita M.Com., Ph.D., PGDLL, MBA

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**JAI NARAIN VYAS UNIVERSITY, JODHPUR**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

The Department offers the following programmes of teaching and research :

- B.Com. (In combination with other Department of the Faculty)
- M.Com. Business Administration
- Master of Human Resource Management
- B.Com. (Hons.) Business Administration
- P.G. Diploma in Marketing & Sales Management
- P.G. Diploma in Human Resource Management
- M. Phil. Business Administration
- Ph. D. Business Administration
- D. Litt. Business Administration

The Department shoulders the responsibility towards the undergraduate teaching under the three year programme leading the degree of B.Com., alongwith other sister Departments, viz., the Department of Accounting and the Department of Business Finance and Economics.

The M.Com., programme offers specialisation on four different areas: The Human Area, The Marketing Area, The Finance Area and the Industrial Area. Currently, teaching is being provided in the first two areas, viz., the Human Area and the Marketing Area.

The Department has been running the one year P.G. Diploma in Marketing and Sales Management Programme on self-financing basis, for the last sixteen years. The Diploma has proved quite useful as a professional job-oriented course. On similar lines, another Diploma programme, namely the P.G. Diploma in Human Resource Management has also been running for past fifteen years.

M.Phil. Business Administration is a research degree that orients the student towards research and prepares him for undertaking doctoral research.

The newly launched PG Programme named "Master of Human Resource Management" has been started on self-financing basic from Session 2010-2011.

The Department also shoulders the responsibility of supervising doctoral research (Ph.D.) and advising post-doctoral research (D.Litt.).

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**GENERAL INFORMATION FOR STUDENTS**

The Examination for the degree of M.Com. Business Administration will consist of two parts : (1) Previous Examination, and (2) Final Examination.

M.Com. Previous (500 marks) : A written examination in four compulsory papers, each paper being of 100 marks plus a viva-voce of 100 marks.

M.Com. Final (500 marks) : A written examination in One compulsory paper and remaining three papers of the Optional Group offered in Final Examination, each paper being of 100 marks and viva-voce of 100 marks.

To pass M.Com. (Previous and Final) Examination a candidate is required to secure at least 25 per cent marks in each paper, and 36 per cent marks in the aggregate of subjects concerned in each of the examination separately, including viva-voce.

Successful candidates will be placed in the following divisions on the basis of the marks obtained in Previous and Final examination taken together.

1. First Division            60% and over
2. Second Division        48% and over
3. Third Division           36% and over

No student will be permitted to register himself/herself simultaneously for more than one post-graduate course.

**TEACHING AND EXAMINATION SCHEME**

Subject	Periods Per week	Exam. Hours	Max. Marks	Min. Marks (%)
1	2	3	4	5
M.Com. Previous				
Compulsory Papers :				
1.Strategic Management	6	3	100	25
2.Principles of Marketing	6	3	100	25
3.Human Resource Management	6	3	100	25
4.Financial Management	6	3	100	25
Viva-Voce	-	-	100	25
Aggregate			500	36

M.Com. Final

Compulsory paper :

1. Organisational Behaviour	6	3	100	25
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Optional Paper :

(All the three papers of any

One Group : Group A to E)

Paper I	6	3	100	25
Paper II	6	3	100	25
Paper III	6	3	100	25
Viva-Voce	-	-	100	25
Aggregate			500	36

Optional Groups :

**Group A** : *Human Area*

Paper I : Human Resource Development

Paper II : Labour Management Relations

Paper III : Industrial and Labour Legislation

**Group B** : *Marketing Area*

Paper I : Retailing and distribution Management.

Paper II : Marketing Research &amp; Consumer Behaviour

Paper III : Marketing of Services

**Group C** : *Research Area*

Paper I : Fundamentals of Management Research

Paper II : Statistics for Management Research

Paper III : Dissertation

**Group D** : *Finance Area*

Paper I : Working Capital Management

Paper II : Financial Analysis and Investment Management

Paper III : Advanced Financial Management

**Group E** : *Institutional Area*

Paper I : Management of Public Enterprises

Paper II : Principles of Insurance

Paper III : Insurance Practices in India

**M.Com. Previous Examination, 2013****Compulsory Papers****PAPER I****STRATEGIC MANAGEMENT**

- Unit 1 : An overview of strategic Management : Defining Strategy, levels at which strategy operates; Approaches to strategic decision making; strategic intent, vision, Mission, Business definition, objectives and goals, Environmental analysis and Diagnosis : concept of environment and its components; Environment scanning and appraisal, Organisation appraisal, Strategic advantage analysis and diagnosis
- Unit 2 : Corporate-level strategies : Grand, Stability, Expansion, Retrenchment, combination strategies, Corporate Restructuring. Business-level/strategies: Generic and tactics for business strategies
- Unit 3 : Strategic Analysis and choice : Process of strategic choice, corporate and business level strategic analysis, Subjective factors in strategic choice, contingency strategies and strategic plan
- Unit 4 : Activating Strategies : Interrelationship between formulation and implementation, Aspects of strategy Implementation, Project and Procedural Implementation. Resource allocation. Structural and Behavioural Implementation.
- Unit 5 : Functional and Operational Implementation : Financial, Marketing, operations/production, Personnel plans and policies, information, Integration of functional plans and policies. Strategic evaluation and control; Techniques of strategic evaluation and control

**BOOKS RECOMMENDED**

- Azhar Kazmi: Business Policy and strategic Management, Tata McGraw Hill, New Delhi, 2005
- Jain, P.C. : Strategies Management (Hindi), 2005
- Bhattacharry, S.K. And N. Venkataramin :Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi, 2004

Budhiraja, S.B. And Athreya, M.B.: Cases in Strategies Management, Tata McGraw Hill, New Delhi, 1996

Coulter, Mary K.: Strategies Management in Action, Pearson Education, Delhi, 2005

David, Fred R. : Strategies Management, Pearson Education, Delhi, 2005

Glueck, William F. And Lawrence R. Jauch : Business Policy and Strategic Management. McGraw-Hill, International Edition, 1988

H. Igor, Ansoff : Implanting Strategic Management, Prentice Hall, New Jersey, 1984

Michal, E. Portor : The Competitive Advantage of Nations, McMillan, New Delhi

Mintzgerg, Henry and James, Brian Quinn : The Strategy Process, Pearson Education, Delhi, 2003

Newman, William H. And James, P. Logan : Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio

Sharma, R.A. : Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi

Peters, T.J. And R.H. Waterman, Jr. In Search of Excellence, Harper and Row, New York

Ramaswamy, V.S. and S. Namakumari, Strategie Planing : Formulation of Corporate Strategy, Text and Cases. The Indian Context. Macmillan India Delhi, 2001

**PAPER II****PRINCIPLES OF MARKETING**

- Unit 1 : Marketing : Concept, old, new including Meta Marketing and Social Marketing. Functions, Importance, Marketing Mix, Marketing Organisation, Purpose, Basis, Forms, Marketing vs. Sales, Marketing segmentation, marketing in a developing economy
- Unit 2 : Marketing Research : Meaning, Importance, Areas Elementary study of methods and Procedure, Product Planing : Definition, Terms, Scope, Branding, Packaging. Development of New Products, Product Life Cycle, Diversification, Simplification. Consumer Behaviour, Concept, Buying Process, Economic, Social and Psychological Determinants of Consumer Behaviour
- Unit 3 : Pricing: Meaning, Importance, Affecting Factors, Pricing Policies, Marketing Communication-Meaning, Importance, Marketing Communication through-Product, Price, Place, Promotion

- Unit 4 : Advertising : Concepts, Purpose, Planning Advertising Media, Advertising Effectiveness, Public Relations, Concept and Relevance.
- Sales Promotion-Meaning Objective and Role, The variety of Promotion Tools and their suitability in given situation-Sales promotion programme: Development; Implementation, controlling and Evaluation.
- Personal Selling : Meaning factors affecting personal selling. The selling Process, follow up after sales, Relationship Management.
- Unit 5 : Marketing Logistics (Physical Distribution) : Components, Function Objectives-Marketing planning and Control : Concept and Relevance.
- Channels of Distribution : Meaning and Importance. Types of channels, Factor Affecting Choice of Channels, Channels policies, Management of Channel Members.

#### BOOKS RECOMMENDED

- Still, Condiff and Govani : Fundamental of Modern Marketing
- Kotler, Philip : Marketing Management-Analysis, Planning and Control
- Stanton, W.J. : Fundamentals of Marketing
- Davar, R.S.: Modern Marketing Management
- Johnson, L.K.: Sales and Marketing Management
- Neelameghan, S. (Ed.) : Marketing Management and the Indian Economy
- Srivastave, P. Kumar : Marketing in India
- Phelps, D.M. and Westing, J.H. : Marketing Management
- Ghandi, J.C. : Marketing : A Management Approach
- Stand, T.A.and Taylor, D.A: A Management Approach of Marketing
- Agrawal, R.C. and Kothari, N.S. : Vipnan Prabandh {Hindi}
- Kumbhat, J.R. : Vipnan Prabandh (Hindi)
- Bhadada, B.M. and Porwal, B.L. : Vipnan Prabandh ke Siddhant evam Vyavahar (Hindi)

#### PAPER III

##### HUMAN RESOURCE MANAGEMENT

- Unit 1 : Human Aspect of Management, Human Relations, Personnel Management, Human Resource Management: Concept, Scope, Importance and Functions, H.R.

- Organisation-Line and Staff relationship, Human Resource Management in India, Concept of Quality Circle, TQM, Empowerment
- Unit 2 : Human Resource Planing : Meaning, Objectives and Significance, Process, Human Resource Forecasting. Job Description and Job specifications, Job design approaches
- Unit 3 : Recruitment: Sources, Method, Selection : Process, tests. Training and Development : Objectives, Methods and evaluation of training and development programme. Career planning and development methods.
- Unit 4 : Compensation Management-Job evaluation: Techniques, wages and salary administration. Incentive payments. Performance appraisal: concept, objectives and techniques, job changes transfer promotion and separation. Human Resource Audit.
- Unit 5 : Ethical Issues in HRM : Nature and Need, H.R.Ethical issues. Challengers of HRM. International Human Resource Management, Domestic HRM and IHRM Compared, Managing International H.R. Activities

#### SUGGESTED READINGS

- Gomez-Meija, Luis R.,D.B.Balkin and R.L. Cardy: Managing Human Resources, Prentice Hall, New Jersey, 1998
- D'Enzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001
- Ian, Beardwell and Len Holden : Human Resource Management, Macmillan, Delhi, 1998
- Dessler, Garry : Human Resource Management, Prentice Hall of India, 7th Ed., 1998
- Saiyadain, Mirza S. : Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
- Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
- Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York
- Dwivedi, R.S. : Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi, 2000

Harzing, A.W. And Joris Van Ruysseveldt : International Human Resource Management : An Integrated Approach, Sage Publication, London, 1999

Dowling, Peter J., D E. Welch and R.S. Schuller : International Human Resource Management : Managing People in a Multiple Context, South Western College Publishing Cincinnati, 1999

Sharma and Surana : Sevivargiya Prabhandh evam Audhyogik Sambandh (Hindi)

#### **PAPER IV**

##### **FINANCIAL MANAGEMENT**

- Unit 1 : Financial Management : Meaning, Objectives, Scope and Functions of Finance Manager, Ratio Analysis, The Finance Function : Concept and Approaches
- Unit 2 : Capital Budgeting: Conventional and Non-conventional appraisal techniques of Capital Budgeting and their relative merits and demerits; Analysis of selected investment decisions. Concept and measurement of cost of Capital
- Unit 3 : Planning Capital Structure : Raising long term funds, Approaches : Net Operating Income (NOI) Approach, Net-Income (NI) Approach and Modigliani and Miller (MM) Hypothesis. Indifference point of Earning before Interest and Tax (EBIT) Earning per share (EPS)
- Unit 4 : Dividend Policy : Meaning, Requisites of a good dividend Policy, Models; Walter Model, Gordon Model, Modigliant and Miller (MM) Hypothesis
- Unit 5 : Working Capital Management : Concept, Operating Cycle, Product Life Cycle, Factors affecting Working Capital : Functions and Components of Working Capital; Ratios relating to Working Capital; Estimation of Working Capital : Cash, Cost and operating Cycle methods, Cash Management : Receivables and Inventory management

##### **BOOKS RECOMMENDED**

Bierman, H. : Financial Policy Decisions, Macmillan

Bierman, H. and Smidt, S. : The Capital Budgeting Decisions, Macmillan

Fama, E.F. and Miller, M.H. : The Theory of Finance, Holt, Rinchart and Winston

Hunt, P., Williams, C.M. and Donaldson, G.: Basis Business Finance  
Richard D. Irwin

Van Horne, J.C. : Financial Management and Policy, Prentice Hall

Kuchhal, S.C. : Financial Planning An Analytical Approach, Chaitanya Publishing House

Ramchandran, H. : Financial Planning and Control, S.Chand and Co.

Lawrence, D. Sohail and Chanles W. Haley : Introduction to Financial Management, Tata McGraw Hill

Agarwal and Agarwal : Financial Management (Hindi), Ramesh Book Depot., Jaipur

Malodia, G.L. : Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur

Khan and Jain : Financial Management, Tata McGraw Hill Co.

Ravi M. Cishore : Financial Management, Taxmann's Publications

S.N. Maheshwari : Financial Management, Sultan Chand and Co.



**M.Com. (Final) Examination, 2014**

**Compulsory Paper**

**ORGANISATIONAL BEHAVIOUR**

- Unit 1: Managers and Organisational Behaviour : Managerial Roles and skills, Environmental forces; Meaning, characteristics, key elements and Evolution of Organizational Behaviour (OB); Research on Organizational Behaviour; Biological Foundations of Behaviour; Biological foundation Inherited and Learned Characteristics of Behaviour
- Unit 2: Individual Dimension of OB : Motives and Behaviour; Personality and Behaviour; Perception and Behaviour; Learning and Behaviour; Theories of motivation; Expectancy Theory; Equity Theory; Reinforcement Theory; Goal Theory; Job stress : Meaning and Sources; Stress moderators; Consequences and management of stress
- Unit 3: Groups and Leadership : Meaning and classification of Group; Reasons for group formation; conditions imposed on the Group; Group Member Resource; Group Structure; Group Cohesiveness, Committees : Nature and functions; Advantages and Disadvantages; Guidelines for effectivity, Leadership : Meaning and Roles in Organizations : Major approaches; Leadership styles; Distinction between Manager and Leader; Theories : Ohio and Michigan Studies; Fiedler's Contingency Model; Hersey and Blanchard's model; Path-Goal Theory
- Unit 4: Power, Politics and Conflict : Power : Meaning, Sources and Bases; How Power influences Behaviour; Impression management; Defensive Behaviour; Rational Versus Political Behaviour; Acquiring and exercising political power, Conflict : Meaning Nature, Sources and Types; Effects of Inter-group conflict handling and Resolution; Preventing and stimulating conflict
- Unit 5: International Dimensions: General Environment; Task Environment. Management Philosophies; Organizational Goals. International Cultural and Behavioural forces, Motivational differences across cultures, Managerial leadership across cultures; Communication in an international environment

**BOOKS RECOMMENDED**

- Luthans, Fred : Organizational Behaviour  
Davis, Keith : Human Behaviour at Work  
Stogdill, R.M. : Handbook at Leadership  
Hersey, Paul and Blanchard, K H. : Management of Organizational Behaviour  
Reddin, W.J. : Managerial Effectiveness  
Korman, Abraham, K : Organizational Behaviour  
Bennis and Thomas (ed) : Management of Change and Conflicts  
Drucker, Peter, P. : The Effective Executive  
Sharma, J.K. : Leadership styles and Effectiveness of potential Managers, Sheel Write Pvt. Ltd., Jaipur  
Rahesh Gupta : Organizational Behaviour, Kitab Mahal, Allahbad  
J.S. Chandan : Organizational Behaviour, Vikash Publishing, New Delhi  
Pareek, Rao and Pestonji : Behavioural Processes in Organizations, Oxford and IBH, New Delhi

**M.Com. Final**  
**OPTIONAL GROUPS**  
**GROUP A : HUMAN AREA**

**PAPER I**

**HUMAN RESOURCES DEVELOPMENT**

- Unit 1: HRD: Meaning, Strategies and Experiences; Line Managers an HRD; Motivational Aspects of HRD; Career Planing; Counseling and Monitoring, Identifying HRD needs
- Unit 2: Organizational Culture and Climate; HRD for Workers; HRD: Approaches to Industrial Relations; Organising for HRD; Emerging Trends and Perspectives
- Unit 3: Organizational Communication: Organizational Effectiveness; Interpersonal Styles; Group Formation and Group Processes; Quality Circles; Quality of Work Life; Total Quality Management, HRD Experiments in India; Government and Public Systems; Service Industry
- Unit 4: Human Resource Planing : Macro Level Scenario, Concepts Process; Methods and Techniques; Demand and Supply Forecasting, Job Evaluation; HRD Experiences in U.S.A., U.K. And Japan
- Unit 5: Performance Appraisal : Meaning, Objectives, Major Problems and their remedies; Effective Performance Appraisal Training; Aims, Needs, Methods, Evaluation

**BOOKS RECOMMENDED**

- Udai Pareek and T.V. Rao : Designing and Managing Human Resource System, 1981 New Delhi, Oxford and IBM
- T.V. Rao and D.F. Pereira, (eds.) Recent Experiences in HRD 1985, New Delhi, Oxford and IBM
- A.K. Khandelwal : HRD in Bank, 1988, New Delhi, Oxford and IBM
- D.M. Silvera : Human Resources Development, The Indian Experience. 1988
- Santwana Choudhari : Quality Circle-Indian Experience, 1992, NIPM, Culcutta Chapter
- Davis Keith : Human Behaviour at Work, New York, McGraw Hill Inc.
- Geisler : Manpower Planning : An Emerging Staff Function, New York, American Management Association
- Marvin Karline : The Human use of Human Resources, New York, McGraw Hill
- Sharma, J.K. : Leadership Styles and Effectiveness of potential Managers, Sheel Write Pvt. Ltd. Jaipur

**PAPER II**

**LABOUR-MANAGEMENT RELATIONS**

- Unit 1 : Industrial Relations : concept and Parties, Rise and Growth, Industrial Relations and Human Relations, Changing pattern of Industrial settlement, State action
- Unit 2 : Trade Unions: Problems and remedies, Recent Trends in Trade Union Movement in India, Employers, Organizations and their role
- Unit 3 : Collective Bargaining: Concept, Need, Process-Collective Bargaining in India : Progress, Prerequisites for success, Wage Boards
- Unit 4 : Worker's Participation in Management Concept, Need, Objectives of Participation- Indian Scene : Forms, Progress, Barriers, Remedial Measures
- Unit 5 : International Labour Organization : Objectives, Principles, Functions, Organization, impact of ILO on Indian Labour, Labour Productivity : Concept, Causes of low Productivity. Measures for improving productivity

**BOOKS RECOMMENDED**

- Myres, C.A. : Industrial Relations in India
- Pigors and Myres : Reading in Personnel Administration
- Agrwal, R.D. : Dynamics of Labour Relations
- Punekar, S. : Industrial Peace in India
- Vaid, K.N. : Labour Management Relation in India
- Shrivastava G.L. : Collective Bargaining and Labour Management Relations in India
- Agnihotri, V. : Industrial Relations
- Sharma, Surana and Srivastava: Prabandh evam Audhyogic Sambandh, Hindi
- Tanic Zivan : Participation in Management

**PAPER III**

**INDUSTRIAL AND LABOUR LEGISLATION**

- Unit 1 : Need for Labour Legislation, Principles of Labour Legislation, Factories Act, 1948
- Unit 2 : Concept of Wages; Payment of Wages Act, 1936, Minimum Wages Act, 1948

Unit 3 : Industrial Disputes Act, 1947; Machinery for settlement of Industrial Dispute; Provisions regarding Strikes and Lockouts, Retrenchment and Layoff

Unit 4 : Social Security : Workman's Compensation Act, 1923, Employee's State Insurance Act, 1948

Unit 5 : Provident Fund Act, 1952  
Payment of Bonus Act, 1965  
Payment of Gratuity Act, 1972  
Trade Unions Act, 1926

#### BOOKS RECOMMENDED

Bare Acts

Sanaray : Industrial and Labour Laws of India

Bhar, B.K. : A Hand Book of Industrial Law

Shukla, S.M. : Audhyogic Sanniyam, Hindi

Saxena, S.C. : Audhyogic saniyam, Hindi

Mathur and Sexena : Vyaparik evam Audhyogic Sanniyam, Hindi

Vaid, K.N. : State and Labour in India

Chawla and Garg : A Text Book of Industrial Law

#### GROUP B : MARKETING AREA

##### PAPER I

#### RETAILING AND DISTRIBUTION MANAGEMENT

Unit 1 : Importance and Functions of Distribution : Role of marketing channel : Types of marketing channel; Retailing and wholesaling : Management of distribution channels - selection, compensation, motivation and control.

Unit 2 : Basics of Retailing : Nature and importance of retailing; Contemporary retailing scene in Indian and marketing challenges ; Wheel of retailing; Retailing life cycle; Types of retailing-ownership based, store based and non-store based retailing; Vertical marketing system.

Unit 3 : Strategic Planning in Retailing : Understanding retailing environment and customers; Designing retailing information system and research.

Location and Organisational Decisions : Trading area analysis;  
Site selection : Organisational patterns in retailing.

Unit 4 : Operations Management : Budgeting and resource allocation; Store format and size decisions; Store layout and space allocation; Store security aspects; Credit management.

Merchandise Management: Product assortment decisions; Merchandise forecasting; Buying and handling merchandise; Inventory management; Merchandise pricing; Merchandise labelling and packaging.

Unit 5 : Retail Promotion : Building retail store image Role of atmosphere; Layout planning; Retail promotion mix strategy; Retail store sales promotion schemes.

Retail Control and Technology Induction : Controlling retail operations; Technological developments and retailing.

#### REFERENCES :

Berman Berry and Joel Evans : Retail Management. Prentice Hall. New Jersey.

Coope. J : Strategy Planning in Logistics and Transportation. Kogan Page. London.

Cox. Roger and Paul Brittain : Retail Management. Prentice Hall. Harlow.

Kotler. Philip : Marketing Management : Prentice Hall. Delhi.

Levy. M and B.A. Weitz : Retailing Management. McGraw Hill, Boston.

Stern. Louis W. Adell El-Ansary and Anne I. Coughaln : Marketing Channels. Prentice Hall. Delhi.

Kamat GS : Managing Cooperative Marketing : Himalaya Publishing House. Mumbai.

Kohal. Richard L : Marketing of Agricultural Products : MacMillan, New York.

Sayulu. Kuchi : Rural Marketing in India; Anmol Publications : New Delhi.

Thomasen. Fredrick Landy : Agricultural Marketing : McGraw Hill. New York.

**PAPER II****MARKETING RESEARCH AND CONSUMER BEHAVIUR**

- Unit 1 : Marketing Research : Definition, Nature, Scope, Significance, Types, Organisation, Scientific Method, Basic Marketing Methods : The Survey, Observational and Experimental Methods.
- Unit 2 : The Research Design, Types and Sources of Data. Hypothesis Testing, Pre-Testing Pilot Study, Sampling, Questionnaire, Schedules, Place of Marketing Research in India.
- Unit 3 : Collection of Data, Interpretation of Data, Presentation of Results & Research Report, Motivational Research, Advertising Research, Product Research.
- Unit 4 : Consumer Behaviour : Nature, Decision Process. Application of Consumer Behaviour in Marketing, Organisational Buying Behaviour : Meaning, Factors Influencing Organisational Buying, The Buying Process.
- Unit 5 : Reference Group Influence : Family Buying influences. Family Life- Cycle and buying roles. Social and Sub-Cultural Influences. Models of Consumer Behaviour.

**SUGGESTED READINGS**

- Narsh K. Malhotra: Marketing Research: An Applied Orientation. Pearson Education, Asia
- Thomas C. Kinnear and James R. Taylor : Marketing Research.
- Aaker, Kumar and Day : Marketing Research, John Wiley and Sons, 1998
- Rechard I. Levin : Statistics For Management : Prentice Hall, New Delhi.
- Henry Assaek : Consumer Behaviour And Marketing Action, Kent Publishing Co.
- Berkman and Gilson : Consumer Behaviour: Concepts And Strategies, (Kent Publishing Co.)
- Bennet and Kassarjian : Consumer Behaviour, (Prentice Hall of India)
- Shiffman and Kanuck : Consumer Behaviour, Pearson Education Asia, 7th Edition.
- Hawkins, Best and Coney : Consumer Behaviour. Tata McGraw Hill.
- Kothari, C.R. Wishwa Prakashan, New Delhi
- Kulkarni, Pradhan & Patil : Modern Marketing Research.
- Jain, P.C. : Vipnan Shodh Prabandh (Hindi)
- Srivastava, P.K. : Vipnan Anusandhan (Hindi)
- Jakhotiya, G.N. : Vipnan Anusandhan (Hindi)

**PAPER III****MARKETING OF SERVICES**

- Unit 1 : Marketing Of Services- Introduction - Growth of the Service Sector- The Concept of Service- Characteristics of Services- Classification of Services- Designing the Service-Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.
- Unit 2 : Marketing Mix In Services Marketing- The Seven Ps- Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services-Additional Dimensions in Services Marketing- People, Physical Evidence and process.
- Unit 3 : Strategic Marketing Management For Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.
- Unit 4 : Delivering Quality Services - Causes of Service Quality Gaps : The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap-Gaps in Service-Quality Standards, Factors and Solutions- The Service Performance Gap - Key Factors and Strategies for Closing the Gap- External Communication to the Customer : the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.
- Unit 5 : Marketing Of Service With Special Reference To :
- (A) Financial Service
  - (B) Health Services
  - (C) Hospitality Services including Travel, Hotels and Tourism.
  - (D) Educational Service

**SUGGESTED READINGS**

- Valerie Zeithaml and Mary Jo Bitner : Services Marketing. McGraw Hill.
- Christopher H. Lovelock : Service Marketing : People, Technology Strategy, Pearson Education Asia
- Zeithaml, parasuraman and Berry : Delivering Quality Service, The Fress Press, Macmillan.
- Audrey Gilmore : Services marketing and Management, Response Books, Sage Publications.
- Raghu and Vasanthi Venugopal: Service Marketing.

**GROUP C : RESEARCH AREA**

**PAPER I**

**FUNDAMENTALS OF MANAGEMENT RESEARCH**

- Unit 1 : The Meaning of Research
  - The Research Process
  - Research and the Managerial Process
  - Management Research and the Social Science
  - Approaches to Research
- Unit 2 : Deciding on the appropriate form of Research
  - The Research Programme
  - Determining research needs
  - Planning research
  - Levels of research
- Unit 3 : Criteria for choice
  - Basic approaches to research methods
  - Principal research methods
  - Methods of data collection
  - The financial component of research
  - The Managerial component research
- Unit 4 : A Framework of research utilization
  - Barriers to using research
  - Factors in which research can be used
  - Disseminating research findings
- Unit 5 : The competent researcher
  - Identifying the competent research and research training needs
  - Approaches to developing researches
  - Writing the search report
  - Carries in research

**BOOKS RECOMMENDED**

Rogert Bennett : Management Research, ILO Publication

Rummel, J.F. and Ballaine, W.C. : Research Methodology in Business, Harper and Row, New York

Kerlinger. F.N. : Foundations of Behavioural Research

Hughes, J. : The Philosophy of Social Research, Longman, London

Blalock, H.M.: An Introduction to Social Research, Prentice Hall, New Jersey

Bailey, K.D. : Methods of Social Research, Free Press, New York

Kothari, C.R. : Research Methodology : Methods and Techniques Wiley Eastern Ltd., New Delhi.

Trivedi, R.N. and Shukla, D.P. : Research Methodology (Hindi Edition) College Book Depot, Jaipur

Satpal Runela : Sarvekeshan Anusandhan Aur Sankhiki, Vikas Publishing, New Delhi

Campbell : Form and Style in Thesis Writing ( William Gileo)

**PAPER II**

**STATISTICS FOR MANAGEMENT RESEARCH**

- Unit 1 : Meaning of Statistics : Variables, Populations and Samples; Parameters and Statistics; Measurement and Measurement Scales : Nominal Scale, Ordinal Scale Interval Scale, Ratio Scale; Frequency Distributions: Regular Frequency Distribution, Grouped Frequency Distribution, Other Frequency Distribution; Percentile Rank, Percentile point, Centriles, Deciles and Quartiles
- Unit 2 : Measures of Central Tendency : Mode, Median, Summation, Mean, Mean for a Regular Frequency, Mean for a Grouped Frequency. Advantages and Disadvantages of the Mean. Measures of Variability, Range, Interquartile Range, Average Deviation variance and standard Deviation of a Population Standard Deviation of a sample
  - Normal Distribution and the Normal Z score Distribution : Z score, Normal Distribution, Normal Z score Distribution, Using the Normal Z score Distribution Transformation Rules Normal Z score Distribution and Transformation Rules
- Unit 3 : Probability Sample Probability, Additive Law of Probability, Multiplicative Law of Probability, Permutations and Combinations. Binomial probability, Binomial Probability Distribution, Hypothesis Testing : Null and alternative Hypothesis, Testing Null Hypothesis. Type I and Type II

Errors Significance levels. Power of the statistical Test, critical values and Normal Z score Distribution

Hypothesis Testing Using the Z score

Importance of a Normal Distribution in Hypothesis Testing

Unit 4 : Sampling and Distributions : Population Distribution, Sample Distribution, Sampling Distribution, Sampling Distribution of the Mean, Student's Distribution. Testing a Hypothesis with a Sample Mean, Point and Interval Estimating

Two Sample Statistical Tests, Testing the Difference between the sample means, Sample Distribution of the Difference. Testing the Difference between two means, Dependent Groups Design, Dependent 't' test

Unit 5 : Parametric and Non-parametric Statistical Tests, Non-parametric Statistics for Nominal Data : One Sample Chi-Square and Two-Variable Chi-Square Non-parametric Statistics for Ordinal Data : Mann-Whitney U test, Wilcoxon Matched - Pairs Signed.

### **PAPER III**

#### **DISSERTATION**

#### **GROUP D : FINANCE AREA**

### **PAPER I**

#### **WORKING CAPITAL MANAGEMENT**

Unit 1 : Concept of Working Capital : Estimating and analysing working capital requirements, Working Capital Management : Overall consideration.

Unit 2 : Sources of Financing short-term requirements, Financing current assets, Internal financing vs. external financing.

Unit 3 : Receivable Management : Credit Policies and collection system; Goals of Credit Management : Optimum Credit Policy : Costs of Credit; Aspects of Credit Policy; Credit terms, credit standard, collection policy, credit analysis, collection procedure.

Unit 4 : Inventory Management and Control : Objectives of Inventory Management, Inventory Management Techniques; Economic

Order Quality, Re-order point, computation of Safety stocks, Selective Inventory Control, ABC Analysis; Finance Manager's Role in Inventory Management.

Unit 5 : Cash Management : Facts of Management, Cash Planning and Budgeting Cash Forecasting, Cash flows; Accelerating cash collections, Controlling disbursements, Determining the optimum. Cash Balance/Minimum Bank Balance.

#### **BOOKS RECOMMENDED**

Beranek, W.: Working Capital Management (Wordsworth, Belmont)

Pontefield, J.T.S. : Investment Decisions and Capital Costs (Prentice Hall)

Soloman, E. (ed.) : The Management of Corporate Capital Kuchhal, S.C. : Financial Management-Analytical and Conceptual Approach (Chaitanya Publishing House)

### **PAPER II**

#### **FINANCIAL ANALYSIS AND INVESTMENT MANAGEMENT**

Unit 1 : Analysis and interpretation of published statements; Interfirm/Intra-firm comparisons through ratio analysis, fund flow analysis; Trend analysis

Unit 2 : Analysis of financial health : Financial Sickness, its symptoms and prediction; Capital gearing; Trading on equity; Over and under-capitalisation and their impact on share market prices

Unit 3 : Security Evaluation : Investment Setting, investment criteria : Stock Market in India; Analysis of Economy and industry; Technical Analysis, General Market Analysis, Price Charts and Stock selection techniques

Unit 4 : Investment Management : Objectives and Constraints : Traditional Portfolio Management, Modern Portfolio Theory, Investment Timing

Unit 5 : Application of computers to Investment Management : Investment Policies of Individuals, Institutions and Investment Companies

#### **BOOKS RECOMMENDED**

Foulke, R.A. : Practical Financial Statement Analysis, Tata McGraw Hill

Pontefield, J.T.S. : Investment Decisions and Capital Costs, Prentice Hall

Chaudhary, S.B. : Analysis Financial Statements, Asia Publishing House  
 Mayer, N. John : Financial Statement Analysis, Prentice Hall  
 William, E.E. and Findly, M.C. : Investment Analysis, Prentice Hall  
 Lev. B. : Financial Statement Analysis, A New Approach, Prentice Hall

### PAPER III

#### ADVANCED FINANCIAL MANAGEMENT

Unit 1 : Financial Planning and Forecasting System- Mergers and Amalgamations  
 Unit 2 : Capital Structure Management - Dividend and Bonus policy  
 Unit 3 : Quantitative techniques for Current Assets Management; Negotiation for Working Capital Finance  
 Unit 4 : Inflation and Financial Management; International Financial Management  
 Unit 5 : Financial Management of Public Sector Undertakings : Financial Management of Small firms and sick units

#### BOOKS RECOMMENDED

Bierman, H. : Financial Policy Decisions, Macmillan  
 Bierman, H. and Smidts : The Capital Budgeting Decisions, Macmillan  
 Fama, E.F. and Millar, M.H. : The Theory of Finance , Holt, Rinehart and Winston  
 Hunt, P., Williams, C.M. and Donaldson G. : Basic Business Finance, Richard D. Irwin  
 Van Horne, J.C.: Financial Management and Policy, Prentice Hall  
 Kuchhal, S.C. : Financial Management - An Analytical Approach, Chaitanya Publishing House  
 Ramachandran, H. : Financial Planning and Control, S.Chand and Co.  
 Lawrence, D. Schall and Chanles, W. Haley : Introduction to Financial Management, McGraw Hill

### GROUP E : INSTITUTIONAL AREA

#### PAPER I

#### MANAGEMENT OF PUBLIC ENTERPRISES

Unit 1 : Management : Concept, Significance, Present State of Management : Gaps in management; Adhocism in organisation; Role of executives and Policy marks  
 Unit 2 : Ministerial Control and Bureaucratic intervention: Management at the unit level; Decentralisation; Delegation; Span of control; Line and staff relationship

Unit 3 : Management of managerial efficiency : A relative concept; Some tests of efficiency : financial ratios, Profitability Profile, rate of growth and productivity; Reasons of poor efficiency; Suggestions for Improvement

Unit 4 : An exposition to different functional areas of public enterprise : Finance, Personnel, Marketing and Project appraisal management.

Unit 5 : A study of Public Undertaking in India :

1. Steel Authority of India
2. Coal India Limited
3. Indian Oil Corporation of India
4. Fertilizer Corporation of India
5. Rajasthan State Industrial Development and Investment Corporation Ltd.

#### BOOKS RECOMMENDED

Arora, R.S. : Administration of Government Industries, Indian Institute of Public Administration, New Delhi, 1969  
 Basu, P.K. : Public Enterprises : Policy, Performance and Professionalisation, Allied, New Delhi, 1989  
 Hanson, A.K. : Public Enterprises and Economic Development, Routledge and Kegan Paul, London, 1960  
 Laxmi Narain : Principles and Practice of Public Enterprises Management, S. Chand and Co., New Delhi, 1980  
 Om Prakash : Theory and Working of State Corporations, Orient Longman, New Delhi. 1971  
 Centre for Public Sector Studies : Profitability, Accountability and Social Responsibility of Public Enterprises, New Delhi. 1980  
 Jagdish Prakash and Matabadal Shukla : Public Enterprises in India, Hindi Mathur, B.L. : Public Enterprises in India

#### PAPER II

#### PRINCIPLES OF INSURANCE

Unit 1 : Insurance and Socio-Economic Progress : Business risk and role of insurance as risk control device; Insurance behaviour in an under-developed economy and life insurance; Criteria of economic progress; Sociology of life insurance; Theory of Insurance: Selection of risk; Sources effecting risk, Sources of information regarding these factors, Classification of risk, Methods of risk classification

- Unit 2 : Measurement of risk, the inductive method of risk determination. Theory of probability, Simple and compound probability. Law of average, use of theory of probability, and law of average in insurance, Mortality tables : their types, construction and use; Calculation of net Premium in life policies; Net signal premium and net level premium in various types of single life policies and multiple life policies, Calculation of net premium in various types of annuities; Treatment of substandard risk loading; Classification of expenses and their dependence on net premium and policy amount, various methods of loading ; their description and assessment as a scientific method of loading life insurance reserve : meaning and need, method of calculation, factors affecting the amount of reserves types of reserves and their uses
- Unit 3 : Elements of 'Protections' and 'Investment' in life insurance and 'Net amount and Risk'. 'Investment' of life fund : Canons of Investment and their application to various life insurance investment; Surrender values and its utilisation; Valuation and surplus sources of surplus and its utilisation; Bases of bonus distribution and types of bonus
- Unit 4 : Basic Insurance Law : Principle of indemnity, Doctrine of subrogation; Insurable interest; Utmost good faith; Doctrine of Causa Proxima: Nomination and assignment; Return of premium
- Unit 5 : Insurance Administration : Office administration, Office systems, Organisation, Office Management, Officer and staff, Equipment and mechanisation, Field administration, Branch and agency organisation, Agency department, Appointment, training, supervision and motivation of Agents; Agency contracts, Agency, Costs; Department administration, Administration of Life Insurance Department, Salesmanship; Insurance as a profession; Qualities of a successful agents; Canvassing; Hints for obtaining prospect, Lapsation of policies, Classes of prospects and their requirements; Duties and responsibilities of an insurance agent

**BOOKS RECOMMENDED**

Wilattee, A.H. : The Economic Theory of Risk and Insurance

- Auebner, S.S. : The Economics of Life Insurance  
 Woods, E.A. : Sociology of Life Insurance  
 Agarwal, A. N. : Life Insurance of India  
 Macllon : Life Insurance  
 Magee, I. H. : Life Insurance  
 Mehra and Osler : Modern Life Insurance  
 Huebner, S.S. : Life Insurance  
 Dingman : Selection of Risks  
 Haycocks, H. M. And Parks, M. : Mortality and other Investigations  
 Hurb, H.B. : Law and Practice of Marine Insurance  
 Victor, Done : A Handbook of Marine Insurance  
 Rameshwar Dayal : Insurance Law  
 Disdale : Insurance Law  
 Melson and Sheriff : Insurance Organisation and Management  
 Lewis and Handershot : Life Insurance and Organisation

**PAPER III****INSURANCE PRACTICES IN INDIA**

- Unit 1 : Principles and Practice of Miscellaneous Insurance : Burglary robbery and theft insurance; Liability insurance; Credit and title insurance; Automobile insurance; Cattle insurance, Group insurance, and aviation insurance, Export credit insurance; Deposit insurance
- Unit 2 : Insurance Legislation in India : Source and history of Insurance Law in India; Insurance Legislation in India; A study of the Indian Insurances Act, 1938 and the of the Life Insurance Corporation Act, 1956
- Unit 3 : Insurance in India : History of Life Insurance before Nationalisation; Growth of Life Insurance in India-Brief historical review- The Life Insurance Market in India : The price and cost factors; efficiency and size; Structure of Life Insurance Enterprise in India; Life Insurance finance in India Improvement in the Financial Administration of Life Insurance
- Unit 4 : Life Insurance Nationalisation : Nationalisation of Life Insurance; Working of Life Insurance Corporation in India; Present position in Life Insurance of India



Unit 5 : Advanced Problems of Property Insurance : Prevention of loss; Adjustment of loss; York Antwerp Rules, Contribution and average; Retention and re-insurance

**BOOKS RECOMMENDED**

Mages, I. H. : General Insurance  
 Colding : Burglary Insurance  
 Macken, A.C. : Insurance of Profits  
 Woodroof : Insurance Against Theft  
 Welson : Public Liability Insurance  
 Batton and Dinsdate : Third Party Insurance  
 Millan, M.C. : Fidelity Guarantee  
 Shenkman : Insurance Against Credit Risk  
 Legg, J.C. : Loss of Profit Insurance  
 Bendall : Insurance of Profits  
 While, E.H. : Business Insurance  
 Gilbert, G.W. : Motor Insurance  
 Batton and Dinsdale : Motor Insurance  
 Michelbacher : Multiple Life Insurance  
 Ray, P.K. : Principles and Practice of Agricultural Insurance  
 Agarwal, A.N. : Life Insurance in India  
 Elderton, W.P. and Fippard, R.C. : The Corporation of Sickness Tables  
 Knight, C.K. : Advanced Life Insurance  
 Menge and Guber : Mathematics of Life Insurance  
 Larson, Gaumnitz : Life Insurance of Mathematics  
 Harper, Parks : Elementary Mathematics Insurance  
 Lockhead, R.K. : Valuation and Surplus  
 Huebner and David : Life Insurance as Investment  
 Chan, C : Investment of Life Insurance Funds  
 Raynes : Insurance Fund and their Investment  
 Reed : Adjustment of Property Losses  
 Mawbary and Blanchard : Insurance  
 Minnion :Average Clauses and Fire Loss Apportionment  
 Doner : General Average and the York Antwerp Rules, 1950 including their Application to Marine Insurance  
 Kutak, I F. : Principles of Claim Adjusting  
 Golding : Law and Practice of Re-Insurance

Patterson, E.W. : Essentials of Insurance  
 Hobesman. D : Law of Life Insurance  
 Horns, H.M. and Mansfield, D S. : The Life Insurance Contract  
 Taylor : Fire Insurance Law  
 Reports and Accounts of Life Insurance Corporation of India  
 Annual Reports of India Re-Insurance Corporation Limited  
 Problems of Corp. Insurance under Indian Conditions, Ministry of Agriculture  
 Indian Insurance Year Books  
 The Indian Insurance Corporation Act, 1956  
 Annual Reports of Export Credit Risk Insurance Corporation