

**Swami Ramanand Teerth Marathwada University,
Nanded**

Faculty of Commerce
Syllabus for M.Com. First Year
(First Semester)
w.e.f. Academic year 2008-2009

Syllabus of M.Com I Year - (I Semester)

Structure of M.Com. Course

M.Com. I Year (I Semester) :

- | | | |
|---|------------------------------------|-------------------|
| 1 | Managerial Economics | (Economics Board) |
| 2 | Organisational Behaviour | (Business Study) |
| 3 | Statistical Analysis | (Account Board) |
| 4 | International Business Environment | (Law Board) |

M.Com. I Year (II Semester) :

- | | | |
|---|-------------------------------------|--------------------|
| 1 | Accounting for Managerial Decision | (Account Board) |
| 2 | Corporate Tax Planning & Management | (Account Board) |
| 3 | Operations Research | (Account Board) |
| 4 | Strategic Management | (Management Board) |

M.Com. II Year (III Semester) :

- | | | |
|---|------------------------|--------------------|
| 1 | Service Management | (Management Board) |
| 2 | Accounting and Finance | (Law Board) |

Optional Groups (Specialisation)

- | | |
|-------------------------------------|--------------------|
| A. Marketing Management | (Management Board) |
| i) Paper – I, ii) Paper - II | |
| | <u>OR</u> |
| B. Human Resource Management | (Management Board) |
| i) Paper – I, ii) Paper - II | |
| | <u>OR</u> |
| C. Banking and Finance | (Economics Board) |
| i) Paper – I, ii) Paper - II | |
| | <u>OR</u> |
| D. International Business | (Business Studies) |
| i) Paper – I, ii) Paper – II | |

M.Com. II Year (IV Semester) :

- 1 Recent Trends in Commerce & Management(Management Board)
- 2 Advanced Financial Accounting (Law Board)

Optional Groups (Specialisation)

A Marketing Management (Management Board)

- i) Paper – III,
- ii) Paper - IV
- a) Research methodology (50 Marks),
- b) Project Work (50 Marks)

OR

B Human Resource Management (Management Board)

- i) Paper – III,
- ii) Paper - IV
- a) Research methodology (50 Marks),
- b) Project Work (50 Marks)

OR

C Banking and Finance (Economics Board)

- i) Paper – III,
- ii) Paper - IV
- a) Research methodology (50 Marks),
- b) Project Work (50 Marks)

OR

D International Business (Law Board)

- i) Paper – III,
- ii) Paper - IV
- a) Research methodology (50 Marks),
- b) Project Work (50 Marks)

Project Work हा पेपर संबंधीत विषयानूसार संबंधीत अभ्यासमंडळाकडे राहिल तथापी **Research Methodology** हा पेपर **Business Studies** या अभ्यासमंडळाकडे असेल.

M.C.1.1 Managerial Economics
(New Syllbus)
M.Com. First Year (First Semester)

Course Objectives :

- i) To Build a strong theoretical foundation of the subject for commerce and management students.
- ii) To develop managerial perspective to economic principle as aid for making decision under given environmental constraints.

Course Inputs :

- Unit-1. Introduction :** Meaning, definition nature and scope of managerial economics, significance of economic analysis in business decisions. Role and responsibilities of managerial economists, objectives of a business firm. (8)
- Unit-II. Elasticity of Demand :** Meaning, determinants, types and importance of elasticity of demand, using elasticity in managerial decisions. Demand forecasting, methods of demand forecasting, criteria of a good forecasting, forecasting of an established product, forecasting of a new product. (10)
- Unit-III Production Theory:** Production function, law of variable proportions law of returns to scale, economies of scale (8)
- Unit-IV Theory of Costs :** Short run and long run costs their nature, shape and inter relationships, Cost estimation, methods of cost estimation and cost estimation and cost forecasting, cost reduction and cost control. (10)
- Unit-V Pricing Policies and Methods :** Objectives of pricing policy, factors affecting on pricing policy, methods of pricing, cost plus pricing, going rate pricing, marginal cost pricing, skimming price, low penetration pricing, transfer pricing, price discrimination, international price discrimination and dumping. (8)

- Unit-VI Business Cycles** : Nature and phase of business cycles, theory of business cycle, over investment theory, under consumption theory, Keynes's saving and investment theory, measures to be taken for reducing evil effects of business cycles. (10)
- Unit –VII Inflation** : Meaning, definition, characteristics and types of inflation, effects of inflation. (6)

(Figures to the right indicate the number of periods for the concerned topic)

Recommended Books :

1. Baya Michael R. Managerial Economics and Business Strategy Mc Graw Hill, New York.
2. Varshney and Maheshwari, Managerial Economics-Sultan Chand and Sons, New Delhi.
3. Dean Joel, Managerial Economics-Prentice Hall, New Delhi.
4. Salvatore Dominick, Managerial Economics in a Global Economy – Mc Graw Hill, New York.
5. Petersen H. and W. Cris lewis Managerial Economics prentice Hall, Delhi.
6. Haynes W.W. Mote and Poul, Managerial Economics Analysis and Cases Prentice Hall, Delhi.
7. Chopra O.P., Managerial Economics- Tata McGraw Hill, Delhi.
8. Gough J. and S.Hills Fundamentals of Managerial Economics, Macmillan London.
9. H.L. Ahuja Managerial Economics, S. Chand Co., New Delhi.
10. Dholkiya R.H. and Oza A.L. Micro Economics for Management Students, Oxford University Press, New Delhi.
11. Baumol, William J. Economics Theory and Operations Analysis, Prentice Hall, London.
12. Dwivedi D.N., Managerial Economics – Vikas Publishing House, Delhi.
13. Adhidary M. Business Economics, Excel Books, New Delhi.
14. R. Kaweri and Others – Managerial Economics, S. Chand and Co., Delhi.

ORGANISATIONAL BEHAVIOUR
(New Syllabus)
M.Com. First Year (First Semester)

Objectives :

1. To understand the conceptual framework of Organisational Behaviour.
2. To stimulate the students for meaningful observation of Behavioural patterns, proper realization of human behavior in organizations.

Course Inputs :

- 1- **Organisation** : Nature & Concept : Types and significance – Organisation environment interface – Organisational goals : Determination, succession, Displacement & Distortions (06)
- 2- **Organisational Behaviour (O.B.)** : Concept & Significance of O.B. – Contributing disciplines- Goals of O.B. – Challenges and opportunities for O.B. : A managerial perspective, Contribution of O.B. in facing the international challenges – O.B. in a Global context (12)
- 3- **Individual Dimensions of O.B. – I** : Understanding human behavior – Models of man – Behaviour process – individual differences and variables.
Attitude : Concept – Theories and factors in attitude formation – Values & behavior.
Personality : Concept – Personality theories – determinants of personality – Personality and behaviour. (10)
- 4- **Individual dimensions of O.B. – II** :
 - Perception : Concept – Factors influencing perception 0 Attribution theory, interpersonal perception – Managerial application of perception.
 - Learning : Concept – Learning theories – learning process – factors affecting learning.
 - Job satisfaction : Satisfaction and Job performance, Theories of Job satisfaction. (10)
- 5- **Group dimensions of O.B. :**
 - Group behavior – basis group concepts – Group formation & development Group composition – Group performance.
 - Group dynamics : Concept and significance. (10)
- 6- **Organisational Conflicts** : Meaning of Conflict – Conflict process – Functional and dysfunctional conflicts – Conflicts at different levels : Individual, interpersonal, Group and organization level, Resolution of conflicts – Preventive and curative attempts to resolve the conflicts. (10)

NOTE : *Discussion of Maximum Possible Cases is expected for conceptual clarity.*

References :

- O.B. – L.M. Prasad
- Essential of O.B. – Stephen P. Robbins
- O.B. – Concept & Cases – Dr. Anjali Ghanekar
- O.B. – Text & Cases – K.I. Aswathappa
- O.B. in a changing Environments – R.D. Pathak
- O.B. – Richard M. and J. Stewart
- O.B. – Newstorm John and Keith Devis
- O.B. – Griffin, Ricky W.
- O.B. – Richard W. Woodman

M.C.1.3

STATISTICAL ANALYSIS

Objectives :

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

Course Inputs :

Unit I : Correlation Analysis – Partial correlation First order, Second order Coefficient of correlation. Multiple correlation, coefficient of Multiple correlation, Advantages and limitations of paratial and multiple correlation. (6 Periods)

Unit II : Regression Analysis – Regression equations of Bivarite frequency Table Standard error of estimate, Multiple Regression Analysis. (6 Periods)

Unit III : Chi-square Test of goodness of fit. (5 Periods)

Unit IV : Statistical Estimation and testing, Statistical testing – hypothesis and errors large and small sampling Tests, Z test T test F test (15 Periods)

Unit V : Association of Attributes – Comparision of Observed and Expected Frequencies Method, Propooration method, Yule co efficient of Association, Co efficient of Collignation Co – efficient of contingency. (6 Periods)

Unit VI : Analysis of Time series : components of time series methods of Mecasuring seasonal variations least Square method to fit straight Line trend Moving average method. (10 Periods)

Unit VII : Probability Distribution – Binomial, poisson and normal distribution, Their characteristics and application. (10 Periods)

Books Recommended :

- 1) S.P. Gupta : Statical Analysis
- 2) C.B. Gupta : Statical Analysis
- 3) S.C. Gupta : Advanced Statistics
- 4) Croxen & Crutwell : Applied General Statistics

INTERNATIONAL BUSINESS ENVIRONMENT
(New Syllbus)
M.Com. First Year (First Semester)

Objectives : Following are the broad objectives of the paper –

- (1) To understand the meaning and importance of changing international business environment.
- (2) To understand the significance of international investments and role of multinational companies therein.
- (3) To make aware of regulations of foreign trade practices in area of globalization.
- (4) To know the importance of foreign exchange in foreign trade and various act governing foreign exchange.

Course Input :

1. International Business :

Introduction – why go international ? Stages of Internationalization – problems of international business. (10 Periods)

2. International Investments :

Significance of foreign investment – trade and investment – types of foreign investment – factors affecting international investment – growth of foreign investment – dispersion of FDI – portfolio investment – foreign investment by Indian companies. (10 Periods)

3. Multinational Corporation :

Definition and meaning – organizational models – dominance of MNCs – MNCs and international trade – merits and demerits of MNCs – multinationals in India. (08 Periods)

4. Globalisation :

Globalisation of world economy – Globalisation of business – meaning and dimensions – features of current globalisation – Globalisation stages – Essential conditions for globalization – Foreign market entry strategies – Pros and Cons of globalization – Globalisation of Indian business. (12 Periods)

5. Development and Regulation of Foreign Trade :

Regulation of foreign trade – Foreign trade(Development and Regulation) Act – Foreign trade policy – Export promotion – Organisational set up – Production assistance – Marketing assistance : Export Processing Zones (EPZs), Export Oriented Units (EOUs), Technology Parks (TPs) and Special Economic Zones (SEZs) – Export houses and trading houses. (10 Periods)

6. Foreign Exchange Management Act :

Objectives – Holding of foreign exchange etc. – Current account transaction – Capital account transaction – Export of goods and services – realization and repatriation of foreign exchange – Contravention and penalties – Administration of the Act – FERA and FEMA – a comparison.

Books Recommended :

1. International Business – Czinkota, Ronkainen, Moffett, Thomson.
2. International Business – Hill, Jain, Tata Mcgrew.
3. International Business Management – Aswathappa, Tata McGraw Hill
4. International Management – Phatak, Bhagat, Kashlak, Tata McGraw Hill
5. International Business Text & Cases – P. Subba Rao, Himalaya Publishing House, Mumbai
6. Business Environment Text & Cases – Francis Cherunilam, Himalaya Publishing House, Mumbai.
7. International Trade and Export Management - Francis Cherunilam, Himalaya Publishing House, Mumbai.
8. Export Management –R. Sharma, Lakshmi Narain Agarwal, Education Publishers, Agra -3
9. A Guide on Export Policy procedure and documentation – M.I. Mahajan, Show White Publication Pvt. Ltd., Mumbai.
10. The International Business Environment Text & Cases – Anant K. Sundaram and J Stewart Black, Printice hall of India Private Limited, New Delhi.

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**Faculty of Commerce
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(Second Semester)
w.e.f. Academic year 2008-2009**

Syllabus of M.Com I Year - (II Semester)

M.Com. First Year (Second Semester)

New Syllabus Operations Research

Objective :- The objective of this course is to acquaint students with the Operations Research tools and techniques and its application in management process.

COURSE CONTENTS :

- (1) **Introduction to O.R.**, Definition, Application and limitations, Linear programming – formulation of the problem and its solution through graphical method. (simple problems) (10 periods)
- (2) **Transportation Problem** – Introduction, North-west corner method, Vogels Approximation method, MODI method, Row minima and column minima method. (10 periods)
- (3) **Assignment problem** – Introduction and steps in solving the assignment problems Hungarians Assignment Method. (08periods)
- (4) **Sequencing problems** – Optimal sequencing for n-jobs and two machines. Replacement problems – Resplacement policy for equipment which deteriorates gradually. (10 periods)
- (5) **Competitive Games** – Introduction, Two person sum game, Rules for determining saddle point Queuing problems – Simple problems on Queuing. (12 periods)
- (6) **Inventory Model purchase problems** with no shortages, purchase problem with shortage, purchase problem with price breaks. Simulation – Basic steps in simulation of deterministic models. (10 periods)

BOOKS RECOMMENDED :

1. Operations Research – Kati Sharp
2. Problems in Operations Research – Gupta & Manmohan
3. Operations Research – V.K. Kapoor.

New Syllabus

Accounting for Managerial Decisions.

Objective :- The objective of this course is to acquaint students with the Accounting concept, tools and techniques for managerial decisions.

COURSE INPUTS :

1. **Introduction to Management Accounting** as an area of accounting, nature and scope of management accounting, Management Accounting and managerial decisions, Role of management accountant and responsibilities.(6 periods)
2. **Responsibility Accounting** - Meaning and significance of responsibility accounting, Responsibility centers, cost centers and Investment centers, Methods of transfer prices, Advantages of Responsibility Accounting, problems and solutions.....(10 Period)
3. **Budgeting** – Definition, Types, Fixed and flexible budget, cash budget, concept of zero base budgeting. (10 periods)
4. **Standard costing and variance analysis** – Standard costing as a technique of cost control, variance analysis, Material, labour and variable overhead variance analysis.(12 periods)
5. **Marginal costing and Break-Even analysis**- Concept of marginal costing and absorption costing and direct costing. Cost volume profit analysis. Break – Even analysis and its applications in business decisions, concept of margin of safety, Angle of incidence. Decisions regarding sales mix. Make or buy, discontinuation of product line and acceptance of an offer of supply.(12 periods)
6. **Capital Budgeting** - Meaning and Importance, methods of capital budgeting evaluation, Discounted cash flow method, Net present value method and Internal rate of return method.(10 periods)

Books recommended :

1. Principles of Management Accounting - Manmohan and Goyal
2. Management Accounting principles and practice - R.K.Sharma and S.K. Gupta
3. Management Accounting and Financial control - R.L. Gupta
4. Management Accounting - I.M. Pandey
5. Management Account - Robert Anthony

New Syllabus

STRATEGIC MANAGEMENT.

Ojectives : The objective of this course is to enhance decision-making abilities of students in situation of uncertainty in a dynamic business environment.

Course Inputs :

(1) An overview of Strategic Management :

Understanding strategy – Defining and explaining strategy Mission – objectives, Goals, Targets, Levels at which strategy operates- Strategic decision-making-The Process of Strategic Management ---(10)

(2) Environmental Scanning :

Industry and competitive analysis-Methods-Evaluating company resources and competitive capabilities-SWOT analysis-Strategy and competitive advantage. ---(10)

(3) Diversification Strategy :

Why firms diversify-Different types of diversification strategies-Change and different strategies-Need to formulate R&D strategy-Formulating R&D strategy R&D- Planning Process in India organization. ---(12)

(4) International Strategic Management :

International strategic management- strategic planning- Formulating strategy-international functional strategies- Managing political risk and negotiation – Organizational structure- Decision-making and control system- The trajectory to global maturity-Obstacles to progress. ----(12)

(5) Strategic Human Resource Management :

Strategic human resource management-Recent developments-Human capital management- Talent management : the new SHRM imperative- Benchmarking for SHRM-SHRM in different cultures. ---(10)

(6) Strategic Evaluation and Control :

Concept, strategic control teaching of strategic evaluation and control. ---(06)

References :

1. Business Policy and Strategic Management – Azhar Kazmi, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
2. Management Policy and Strategic Management Concept, Skills and Practices – R.M. Shrivastava, Himalaya Publishing House, Mumbai.
3. Global Strategic Management – Neeta Baorikar, Himalaya Publishing House, Mumbai.
4. Strategic Management – P.Subba Rao, Himalaya Publishing House, Mumbai.
5. Strategic Management – G. Sudarasana Reddy, Himalaya Publishing House, Mumbai.
6. Strategic Management – Dr. M.Jayarathnam, Himalaya Publishing House, Mumbai.
7. Bhattachary S.K. and N. Venkataramin : Managing Business Enterprises : Strategies, Structures and Systems. Vikas Publishing House, New Delhi.
8. Glueck, William F. and Lawrence R. Jauch : Business Policy and Strategic Management, McGraw Hill, International Edition.

M.Com. First Year (Second Semester)
New Syllabus
CORPORATE TAX PLANNING AND MANAGEMENT.

Ojectives : This course aims at making student conversant with the concept of Corporate Tax Planning and Indian Tax Laws as also their implications for corporate management.

(No. of Periods)

Course Inputs :

1. **Introduction to Tax Management :** Concept of Tax Planning : Tax avoidance and Tax Evasion Corporate Taxation (10)
2. **Tax Planning for New Business :** Tax planning with reference to location, nature and form of organization of new business (10)
3. **Tax Planning and Managerial Decisions :** Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions : Repairs, replace, renewal or renovation, and shut-down or continue decisions. (10)
4. **Special Tax Provisions :** Tax provisions relating to free trade zones, infrastructure sector and backward areas : Tax incentives for exporters. (10)
5. **Tax Issues relating to Amalgamation :** Tax planning with reference to Amalgamation of companies. (10)
6. **Tax Payment :** Tax deduction and collection at source; Advance payment of tax. (10)

Books Recommended :

1. Corporate Tax Planning and Management – S.C.Mehrotra and Dr.S.P.Goyal, Sahitya Bhavan Publications, Agra.
 2. Corporate Tax planning – Monika Duggal, R.B.S.A. Publication, 340, Chaura Rasta, Jaipur
 3. Corporate Tax Planning Handbook – R.N. Lakhotiya and Subhash Lakhotiya, Vision Books Pvt. Ltd., 24 Feroz Gandhi Road, Lajpath Nagar, III New Delhi – 110 024 India.
 4. Direct Taxes : Law and Practice – Singhania V.K., Taxman’s Publication, New Delhi.
 5. Direct Tax Planning and Management – Vinod K. Singhania, Taxman’s Publication, New Delhi.
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**Faculty of Commerce
Syllabus for M.Com. Second Year
(Third Semester)
w.e.f. Academic year 2009-2010**

M.Com II Year
Semester III
Services Management

- Objectives:** 1) To develop plan understanding and awareness of services management.
2) To understand the dimensions of services growth, expansion and entrepreneurial opportunities in services organizations.
3) To understand the operational process for managing services and Customer satisfaction.

Unit : I – INTRODUCTION : concept of service, services sector significance, types of services, categories, characteristics of services, distinction between service and goods, needs of services managements.

Unit : II – GROWING SERVICES SECTOR : Reason of services growth, recent trends in services management, impact of services on daily life.

Unit : III – MANAGEMENT OF SERVICES : Management aspects of services and organizations , services marketing aspects (7ps), nature of demand and supply in services industry, management of services vs. management of products.

Unit : IV – SERVICES QUALITY : Managing services quality, productivity and quality improvement, Gap model, managing differentiation, role of customers in service process.

Unit : V – MANAGEMENT OF VARIOUS SERVICE ORGANISATIONS : Banking services, insurance, capital market, educational institutions (including colleges and universities), transport, tourism, emerging new services, challenges of services management, problems and prospects of services management, international services management.

References:

- Sanjay Pathankar, Services management, Himalaya Publishing House, Delhi
- Balaji B., Services marketing and management, S. Chand & Co. Ltd. New Delhi
- Helen Woodruff, Services marketing 2005
- Lovelock, Services marketing
- Adrien Payne, The Essence of Services Marketing
- Journals related to Services & Management.

Accounting and Finance

M.Com II Year - III Semester

Objectives of the Course

- 01) To make the students to understand the recent trends in accounting and finance.
- 02) To make the students aware of working of money and capital markets and their regulatory authorities.
- 03) To prepare students for NET/SET

Course Contents :

1. **Indian Accounting Standards** : Concept, need objectives, benefits and its application.
2. **Emerging Accounting Practices** : Inflation accounting, human resource accounting, responsibility accounting and social accounting.
3. **Money Market and Capital Market** : Constituents of Indian money market, organized, unorganized, characteristics, defects, measures to reform and strengthen, Indian money market.
4. **Regulatory Authorities** : Securities Exchange Board of India (SEBI) Rating Agencies in India, GDRs, ADRs.
5. **Working of Stock Exchanges**: Function and importance of Stock Exchanges, National Stock Exchange (NSE), Over the counter Exchange of India (OTCEI), NASDAQ, Derivatives and Options.
6. **Special Finance Companies** : Mergers and acquisitions, Venture Capital Funds, Mutual Fund , Lease Financing, Factoring, Measurement of risk and returns, securities and portfolios.
7. **Computer Application in Accounting and Finance.**

Reference Books :

- 1) Bhole L.M. – Financial Institutions and markets Tata McGraw Hill, Delhi.
- 2) Khan M.Y. – Indian Financial System, Tata McGraw Hill, Delhi.
- 3) Adhvani Investment and securities Markets in India- Himalaya Publications, Delhi.
- 4) Indian Economy: Rudder Datt & KMP Sundharam S. Chand and Co. Ltd, New Delhi.
- 5) Advanced Accounts: M.C. Shukla, T.S. Grewal, S.C. Gupta, S. Chand & Co. Ltd, Delhi.
- 6) Advanced Accounting: V.K. Saxena, Sultan Chand and Sons, Delhi.

MARKETING MANAGEMENT – I

M.Com. II Year - III Semester, Paper – I

Syllabus

Max. Marks : 100 (Theory : 80 + Internal :20)

Course Objectives :

Objective of the course is to provide a sound understanding of the basic principles of Human Resource Management and their applications in the business and industry.

Course Input :

1. **Market Analysis and Selection** : Marketing environment and its impact on marketing decisions, Market segmentation and positioning; Buyer behavior; Consumer and organizational buyers and their decision making process.
2. **Product Decision** : Concept of product, Classification of products, Major product decisions, Product line and Product mix, Product life cycle – Strategic implications; New product development and consumer adoption process.
3. **Pricing Decision** : Factors affecting price determination; Pricing policies and strategies.
4. **Supply Chain Management** : Introduction; Generalized supply chain model, Supply chain and networks; Global supply chain integration; International sourcing; Management of supply chain relationships.
5. **E-Marketing** : Meaning of e-marketing, Objectives, Importance and advantages of e-marketing, e-retailing practices, On-line merchandising.
6. **Marketing Research** : Meaning and scope of Marketing Research, Marketing Research process.

Books Recommended:

- 1) Supply Chain Logistics Management : Bowersox, Closs & Cooper, McGraw Hill, II Indian ed
- 2) Principles of Marketing : Philip Kotler and Gary Armstrong, XII ed.
- 3) Marketing Management : Stanton.
- 4) Marketing Management : Rajan Saxena.
- 5) Marketing Management : V.S.Ramaswamy and S. Namakumari.
- 6) E-Retailing – Principles and Practice : D.P.Sharma, Himalaya Publication House.

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MARKETING MANAGEMENT – II

M.Com. II Year - III Semester, Paper – II

Syllabus

Max. Marks : 100 (Theory : 80 + Internal :20)

Course Objectives :

Objective of the course is to provide a sound understanding of the basic principles of Human Resource Management and their applications in the business and industry.

Course Input :

1. **Customer Relationship Management:** Concept and importance of CRM; Strategic CRM tools and measures.
2. **Retails Management :** Introduction, Retail mix-place, Product, Price promotion; Store location, Store layout and design.
3. **Services Marketing :** Importance of service sector, Nature and types of services, Environment for services Marketing; Service market segmentation; Service marketing mix.
4. **International Marketing :** Nature and significance, International Marketing Environment, International market entry strategies, International marketing mix – place, Product, Price and Promotion.
5. **Marketing Strategy :** Diversification, Product differentiation; Strategy for handling product failure; Strategy for export market; Advertising strategy; Creativity in marketing.
6. **Control Process :** Analysis of sales volume, Cost and profitability; Managing expenses of sales personnel; Controlling marketing operations.

Books Recommended :

- 1) Retail Management : Arif Sheikh and Kaneez Fatima, Himalaya Publishig House.
- 2) Advertising Management : Aaker, David.
- 3) International Marketing : Czinkota M.R. – Dryden Press, Boston.
- 4) International Marketing : Fayerweather, John, Prentice Hall, New Delhi.
- 5) CRM : The new face of Marketing, The ICFAI University Press, Hyderabad.
- 6) Effective CRM : Concepts and Applications, The ICFAI University Press, Hyderabad.

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HUMAN RESOURCE MANAGEMENT – I

M. Com. II year – III Semester, Paper – I

Syllabus

Max. Marks : 100 (Theory : 80 + Internal :20)

Course objectives :

Objective of the course is to provide a sound understanding of the basic principles of Human Resource Management and their applications in the business and industry.

Course Input :

1. **Introduction** : Meaning, Scope, Objective, Need and Importance of Human Resource Management.
2. **Human Resource Planning** : Assessing Human requirements, Human resource forecasting, Work-land analysis, Job analysis, Job description and Job specification.
3. **Recruitment** : Meaning and definition, importance, sources of recruitment, factors governing recruitment.
4. **Selection** : Meaning and definition, Organization for selection, Selection process Barriers to effective selection, New methods of selection.
5. **Training and development Concept** : Concept and importance, identifying the training needs, Designing the training programmes, Methods of training the executives.
6. **Newly emerged concepts in HRM** : Personnel Audit, Personnel Research and outsourcing.

Books Recommended :

- 1) Human Resource Management : A Shankaraih and other – Discovery, New Delhi
- 2) Management of Human Resource : R.K.Chopra, V.K.Publishing, New Delhi.
- 3) Personnel/Human Resource Management : P. Subbarao and VSP Subbarao, Konark Publishing, Delhi.
- 4) Human Resource Management : Dr. K.Ashwathappa : Tata McGrew Hill
- 5) Human Resource Management : Prof. Mrs. Anjali Ghaanekar.
- 6) Personnel/Human Resource Management Text and Cases : P. Subbarao, Himalaya Publishing House.

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HUMAN RESOURCE MANAGEMENT – II

M. Com. II year – III Semester, Paper – II

Syllabus

Max. Marks : 100 (Theory : 80 + Internal :20)

Course objectives :

Objective of the course is to provide a sound understanding of the basic principles of Human Resource Management and their applications in the business and industry.

Course Input :

1. **Job Evaluation** : Definition, Objectives of Job evaluation, Essential for the success of Job evaluation programmes, Job evaluation technique/methods.
2. **Web and Salary Administration** : Terminology and concepts of wage and salary, Principles of wage and salary administration, Components of remuneration, Wage theories factors affecting salary levels.
3. **Incentive Payment and Fringe benefits** : Meaning of incentive and fringe benefits, types of incentive scheme, type employees benefits.
4. **Quality of Work Life** : Meaning and specific issues in QWL, QWL and productivity.
5. **Ethics in Human Resource Management** : Meaning of ethics, Ethics in Job Design, HR planning, Recruitment, Selection, Training, Placement, Remuneration etc.
6. **International HRM** : Meaning, Stages of internationalization, International HR Practices –Recruitments, Selection, Placement, Training, Remuneration etc.

Books Recommended:

- 1) Human Resource Management : A. Shankaraih and other – Discovery, New Delhi.
- 2) Management of Human Resource : R.K. Chopra, V.K. Publishing, New Delhi.
- 3) Personnel/Human Resource Management : P. Subbarao and VSP Subbarao, Konark Publishing, Delhi.
- 4) Human Resource Management : Dr. K.Ashwathappa : Tata McGrew Hill
- 5) Human Resource Management : Prof. Mrs. Anjali Ghaanekar.
- 6) Personnel/Human Resource Management Text and Cases : P. Subbarao, Himalaya Publishing House.

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Banking and Finance – Paper I
M.Com. II Year – III Semester
Objectives of the Course

- 01) To understand the structure and working of Commercial Banking in India.
- 02) To know the role of Central Bank in the development of Banking and Financial Institutions.
- 03) To make aware to students regarding Development Banks and recent trends in banking.

Course Contents :

- 1. Commercial Banks :** Functions and credit creation, Investment policies of commercial banks, E-banking, recent trends in banking, structure of banking system in India.
- 2. Co-operative Banking in India :** Structure of Co-operative banking, Primary Agriculture Credit Societies (PACS), District Central Co-operative Banks (DCCBs), State Co-operative Banks (SCBS), State Co-operative Agriculture and Rural Development Bank, National Bank for Agriculture and Rural Development (NABARD), Regional Rural Banks (RRBs).
- 3. Development Banks in India :** Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI), Export Import Bank of India (ExIm Bank)
- 4. The Reserve Bank of India and monetary Management :** Functions & monetary policy of RBI, working of Indian monetary system: the Chakravati Committee Report.
- 5. Recent Committee on Bank Reforms :** Narasimham committee (1991) on banking system in India, management of Non-performing Assets (NPA)
- 6. Nationalisation of Commercial Banks :** Causes of Nationalisation of Commercial Banks, progress after nationalization, Narasimham committee report on progress and problems & nationalized banks, Disinvestment of nationalized banks.

Reference Books :

- 1) Bhole L.M. – Financial Institutions and markets, Tata McGraw Hill, Delhi.
- 2) Khan M.Y. – Indian Financial System, Tata McGraw Hill, Delhi.
- 3) Adhvani Investment and Securities Markets in India – Himalaya Publications, Delhi.
- 4) Indian Economy : Ruddar Datt & KPM Sundharam, S. Chand and Co. Ltd, New Delhi.
- 5) Advanced Accounts : M.C. Shukla, T.S. Grewal, S.C. Gupta, S. Chand & Co. Ltd, New Dehli
- 6) Advanced Accounting: V.K. Saxena, Sultan Chand and Sons, Delhi.

Banking and Finance – Paper II

M.Com. II Year – III Semester

- Objects :**
- 1) To understand Indian financial system.
 - 2) To study the regulatory mechanism of Securities Market in India.
 - 3) To prepare the students to know recent trends in Banking and Finance.

Course Inputs : 1

- 1. Introduction :** Nature and role of financial system, financial system and economic development, Indian financial system – an overview.
- 2. Mutual Funds :** Concept regulation of mutual funds with special reference to SEBI guidelines, designing and marketing of mutual funds, progress of private mutual funds in India, SBIMF, Reliance MF, HDFC MF and ICICI MF etc.
- 3. Unit Trust of India :** Organisation and functions, objectives of UTI and industrial finance, latest schemes of UTI, investment pattern of UTI.
- 4. Merchant Banking :** Concept, functions and growth, government policy and merchant banking, SEBI guidelines, future of merchant banking.
- 5. Non Banking Finance Companies :** Concept and structural characteristics of NBFCs Lease. Finance, Hire purchase, Finance and consumer Credit, Factoring, Housing Finance, Venture Capital Finance.
- 6. Urban Co operative Bank :** Meaning, functions and progress of urban cooperative banks in India.
- 7. Financial Instruments :** Introduction: Equity shares, preference share, debentures/bonds/notes, innovative debt instruments, forward contracts, future contracts.

Reference Books :

- 1) Bhole L.M. – Financial Institutions and markets, Tata McGraw Hill, Delhi.
- 2) Khan M.Y. – Indian Financial System, Tata McGraw Hill, Delhi.
- 3) Adhvani Investment and Securities Markets in India – Himalaya Publications, Delhi.
- 4) Indian Economy : Ruddar Datt & KPM Sundharam, S. Chand and Co. Ltd, New Delhi.
- 5) Advanced Accounts : M.C. Shukla, T.S. Grewal, S.C. Gupta, S. Chand & Co. Ltd, New Dehli
- 6) Advanced Accounting: V.K. Saxena, Sultan Chand and Sons, Delhi.

INTERNATIONAL BUSINESS – I
M.Com. II Year – III Semester, Paper – I
Syllabus

Max. Marks : 100 (Theory : 80 + Internal :20)

Course objectives :

The course is designed for those students who have a definite interest in pursuing a career in international business as well as those who have a quest for the knowledge in this growing and vital area.

The objectives of this course are –

- 1) To introduce students to the contemporary issues in international business that illustrates the unique challenges faced by managers in the international business environment.
- 2) To cover a broad range of international business issues from an interdisciplinary viewpoint and emphasizing the key concerns of the multinational and global corporation.
- 3) To develop knowledge and skills to analyze cross cultural variables and their impact on international business.

Course Contents :

- 1. Introduction to International Business :** Concept of business–Nature of business–Business goals–objectives of business–Role of objectives–Responsibilities of a business towards various interest groups.
- 2. Overview of International Marketing :** International Marketing–comparison of international and Domestic marketing–problems in international marketing–Importance of international Business.
- 3. Introducing Multinational Firm :** Environment of a multinational firm–Challenges of multinational firm–Opportunities for a multinational firm–Development of international business–Factors leading to growth of international business.
- 4. The Foreign Exchange Market :** Foreign exchange market participants–Factors affecting currency trading–Trading in foreign exchange markets–Structure of foreign exchange markets–procedure of currency trading–Transaction in foreign exchange markets.
- 5. Global Strategies of Business :** Basic concept of strategy–Introduction to business–Level strategies–Generic business strategies–Cost leadership business strategy–Differentiation business strategy–Focus business strategy.
- 6. Strategies for International Business :** International strategy–Multi-domestic strategy – Global strategy–Transnational strategy–Alternatives for global market entry.

References :

1. Paul, Instin, International Business.
2. Sharan, Vyuptakesh, International Business.
3. Anant K. Sundarm, J.Stewart Black, The international business Environment, Text & cases.
4. The ICAI University publication international business and international marketing.

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INTERNATIONAL BUSINESS – II
M.Com. II Year – III Semester, Paper – II
Syllabus

Max. Marks : 100 (Theory : 80 + Internal :20)

Course objectives :

The course is designed for those students who have a definite interest in pursuing a career in international business as well as those who have a quest for the knowledge in this growing and vital area.

The objectives of this course are –

- 1) To introduce students to the contemporary issues in international business that illustrates the unique challenges faced by managers in the international business environment.
- 2) To cover a broad range of international business issues from an interdisciplinary viewpoint and emphasizing the key concerns of the multinational and global corporation.
- 3) To develop knowledge and skills to analyze cross cultural variables and their impact on international business.

Course Contents :

- 1. An overview of Mergers and Acquisitions :** Introduction-Emergence of M&A-Reasons for M&A-Motives behind M&A-integration strategy-Financial Accounting of M&A-Regulation of mergers strategy.
- 2. Acquisitions :** Reasons for Acquisition-Types of Acquisitions-Benefit of Acquisitions-Hostile Acquisitions- The grades mergers Movement- Short run factors-long run factors.
- 3. Global Brands And Organizational behaviours :** Introduction-Concept of Global Brands-Activities for building a great global brand-Strategies for global brands-Building international brands-Global customer behaviors-Global scenario of organizational behaviors-Approaches to organizational behaviors.
- 4. Supply chain management and Globaldistribution system :** supply chain-Nature and concept of supply chain management-Functions and contributions-Supply chain management-Prerequisites for supply chain management-Strategic supply % chain management activities-Types of supply chain management-supply chain management strategy.
- 5. Role of Transportation in Global Distribution :** Introduction-Transportation Alternatives-Importance of Transportation-Standards and testing practices in Global Distribution-ISO9000-Benefits of ISO9000.
- 6. Globalization :** Introduction to Globalization-Levels of Globalization-Advantages of Globalization-different approach-Septic Approach-Transformational approach-Anti-globalist approach.

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References :

- 1) Sharan V.-International Business-Concept,Environment and Strategy
- 2) Paul, Iustin – International Business
- 3) Charles Mitchell – International Business Culture
- 4) Francis Cherunilam – Business Environment Text & Cases
- 5) Anant K Sundarum, J.Stewart Black – The International Business Environment-Text & Cases

**Swami Ramanand Teerth Marathwada University,
Nanded**

Faculty of Commerce
Syllabus for M.Com. Second Year
(Fourth Semester)
w.e.f. Academic year 2009-2010

Syllabus of M.Com II Year - (IV Semester)

HUMAN RESOURCE MANAGEMENT
M.Com. II Year (IV Semester) Paper – III
SYLLABUS

Max. Marks :100 (Theory-80 + Internal-20)

Course Objectives : Objective of the course is to provide a sound understand of advanced practices in HRM and to prepare the students enough capable to implement recent trends in HRM

Course Input :

1. Performance Appraisal :

Meaning – Need for appraisal- Objectives and methods of performance appraisal – Contents and recent developments in appraisal practices – Managerial appraisal – Essentials of an effective appraisal system.

2. Management of Change and Organisation Development :

Forces for change – Technology change with human face – Managing change – Resistance to change and reason for resistance – Planning and implementing change – Organisation development and change – Objectives, Characteristics and Process of Organisation development.

3. Grievances & Discipline, Counselling & Mentoring :

Meaning of Grievances – Need for grievances procedure – cause of indiscipline – Disciplinary procedure – Principles of effective discipline – Concept of counselling – Objectives of counselling – Process of counselling – Mentoring : Meaning and functions.

4. Global HRM :

Globalisation in HR – Critical dimensions of cultural differences – Importance of cross cultural skills in global HRM – Challenges in managing HR in the global companies – HRD in the age of globalization – Global HRD programmes – HRD for development of global communities & nations.

5. Recent Techniques in HRM :

- Employer's brand : Need and constituents
- Competency mapping : Meaning, Objectives, Advantages
- Implementation of HR Matrix management
- Attitudinal-cum-Emotional Quotient (AEQ)
- Knowledge creation process and knowledge management process

Note : *Study of relevant cases is expected.*

Books Recommended :

1. Personnel and HRM – Text and cases – P. Subba Rao
2. Essentials of HRM and industrial relations – P. Subba Rao
3. Personnel/HRM – Text, cases & games – P. Subba Rao, VSP Rao
4. Global HRM : Concept & Cases – Kodwani, Kumar
5. HRM – Dr. Anjali Ghanekar
6. HRM – Dr. K. Ashwathappa
7. HRM – Neeta Bapudikar
8. HRM and development – Sainy, Kumar

M.Com IV Semester

Banking And Finance - Paper – III

UNIT – 1 : International Financial System : Meaning, importance – international Financial System – components, financial function – the emerging challenges – recent changes in global financial markets, international financial transactions.

UNIT – 2 : International Monetary Fund : Establishment – objectives & purpose – accomplishments – origins – members & administration – areas of activity – Financial policies & operations, world Bank – Functions, Financing pattern and its management – economic reform programmes.

UNIT – 3 : Asian Development Bank : History – profile – objectives – sector coverage – project process – Financial Management, strategies.

UNIT - 4 : Foreign Exchange Market : Concept of foreign exchange, foreign exchange market and its components – Exchange rate determination and forecasting – Long run – short run and forward exchange rate theories – Foreign Exchange Management Act and Recent developments.

UNIT – 5 : Forwards, swaps & Interest Poirting : Currency and interest rate futures – options – Financial swaps – GDRs, ADRs, Balance of payment – International Monitoty System.

Suggested Readings :

- 1) P.G. Apte : International Financial Management, Second Edition – Tata McGraw Hill Publishing Co. Ltd., New Delhi 1998
- 2) A.K. Seth : International Financial Management, Galgotia Publishing Co., New Delhi 2000
- 3) V.A. Avadhani : International Finance : Theory and practice – Himalaya Publishing Company, Bombay, 1990.
- 4) Sarkis J. Khoury – Recent Developments in International Banking & Finance, Vol. VI Black Well Finance – 1992.
- 5) K.P.M. Sundaram – Money Banking, Trade Finance, Sultan Chand and Sons.
- 6) Madhu Vij : International Financial Management, Excel Books, IInd edition.

M.Com. IV Semester

Advanced Financial Accounting

Objectives :

- 1) Holding Company Accounts :** Meaning, advantages of consolidated final accounts, cost of control, minority interest, chain holding, gross holding, preparation of consolidated profit and loss a/c, balance sheet of more than one subsidiary companies.
- 2) Inflation Accounting :** Meaning and need of inflation accounting, limitations of conventional financial statements, current purchasing power method and current cost accounting method, their features, practical problems.
- 3) Investment Accounts :** Importance, classification of expenses between revenue and capital, preparation of bonds, debentures, shares (equity) accounts, investors account in the ledger of brokers.
- 4) Introduction to Government Accounting :** Objectives, difference between government and commercial accounting, general principles, classification of government accounts System of financial administration in India.
- 5) Valuation of Goodwill and Shares :** Meaning, factors affecting the value of goodwill, simple profit method, capitalization of profit method, super profit method, valuation of shares, it's need, methods of valuation of shares, Net Assets Method, Yield Method.

Reference Books :

1. Studies in advanced Accountancy – Dr. S.N. Maheshwari, Dr. S.K.Maheshwari – Sultan Chand and Sons, New Delhi.
2. Practical problems in Advanced Accountancy – Volume I – K.L. Narang, S.P. Jain – Kalyani Publishers – Ludhiyana – New Delhi.
3. Advanced cost and Management Accounting – V.K. Saxena and C.D. Vashist – Sultan Chand and Sons, New Delhi.
4. Advanced Accountancy – R.L. Gupta and M. Radhaswamy, Sultan Chand and Sons, New Delhi.
5. Costing Adviser – Problems and Solutions – P.V. Rathnam and Smt. P. Lalitha – Kitab Mahal Distributors – New Delhi.

INTERNATIONAL BUSINESS
M. Com. II Year (IV Semester), Paper – III
SYLLABUS

Max. Marks : 100 (Theory-80 + Internal-20)

Course Objective : Objective of the course is to provide a sound understanding of advanced practices in International Business and to prepare the students enough capable to implement recent trends in International Business.

Course Input :

1. **Modes of Entering International Business :** International Business Analysis – Different modes of entry to International Business – Exporting – Licensing – Franchising – Special modes – Foreign direct investment without Alliances – FDI with Alliances – Trends in FDI.
2. **International Trade Policies and Relations :** Introduction – Tariffs – Subsidies – Import quotas – Voluntary export restraints – Local Content Requirements – Administrative policies - Government Intervention in Formulating Trade policies – International trade relations.
3. **Balance of Payments (Special reference to India) :** Introduction – Components of Balance of payments – Disequilibrium in the Balance of payments – Methods of correction of Disequilibrium – India’s balance of payments crisis of 1990.
4. **E-Business Cis-a-vis International Business :** Introduction – New information Technologies – Re-engineering the International Business process – E-Business – Conceptual Analysis – Advantage of E-Commerce - Disadvantages of E-Commerce – Related operations.
5. **Future of International Business – Special emphasis on India and China :** Introduction – Virtual International Business – China – India – China – Threator opportunity – Indo-China collaboration – Slowdown of US economy – Future of Global Business – Protean Career Strategy.

Books Recommended :

1. **International Business Text and Cases – P. Subba Rao, Himalaya Publishing House.**
2. **International Trade and Export Management – Francis Cherunilam, Himalaya Publishing House.**
3. **International Business Environment - Francis Cherunilam, Himalaya Publishing House.**
4. **International Financial Management – V.A. Avadhani, Himalaya Publishing House.**
5. **International Business – Paul, Justin.**
6. **International Business – Vyuptakesh, Sharan.**

RESEARCH METHODOLOGY IN COMMERCE
M. Com. II Year (IV Semester)
SYLLABUS

Max. Marks : 150 (Theory -50 + Project Report-100)

Course Objectives :

- 1) To understand the importance of research in commerce.
- 2) To Know the various research methods.
- 3) To prepare the researchers to collect, classify, interpret, tabulate and represent the data and information.
- 4) To develop the skill of writing of research report.

Course Input :

1. **Introduction :** Meaning-Features and Objectives of research-Types of research-Qualities of a research worker-Importance and Limitations of Social research.
2. **Formulation of Research Problem and Hypothesis :** Criteria's of good research problem-Necessary conditions for formulation of research problem-Formulating and stating the problem-Meaning-Importance-Types and characteristics of ideal hypothesis difficulties in the formulation of hypothesis- Hypothesis testing.
3. **Collection of Data :** Primary and secondary data-Methods of primary data collection- Questionnaire construction and design-Types of Questionnaires-Secondary data-Precautions in the use of secondary data.
4. **Analysis and Processing of data :** Statistical Processing of data – T.F.S. test – Chi-square test etc. – Hypothesis testing – Interpretation of data.
5. **Preparation and writing a Research report :** Introduction – Objectives – Hypothesis – Research methodology – Analysis and chapterwise test – Testing of hypothesis- Findings – Conclusions – Suggestions and recommended actions.

Books Recommended :

- 1) **Research & Methodology – Kothari, Himalaya Publications.**
- 2) **P.Ramchandran – Training in Research Methodology in Social Sciences in India, Tata Institute of Social Sciences, Bombay, 1970.**
- 3) **Research Methodology and Statistical Techniques – Santosh Gupta, Deep and Deep Publications.**
- 4) **Research Methodology – Methods Tools and techniques, Gopal Lal Gain, Mangal Deep Publications, Jaipur.**
- 5) **Research Methodology – C.M. Chaudhary, RBSA Publishers, SMS, Highway, Jaipur.**
- 6) **Research in Commerce and Management – D.D. Chaturvedi, Anmol Publications Pvt.Ltd., New Delhi 110002.**

RECENT TRENDS IN COMMERCE AND MANAGEMENT
M. Com. II Year - (IV Semester)
SYLLABUS

Max. Marks : 100 (Theory - 80 + Internal – 20)

Course Objectives :

The course has been designed to equip the students with the latest trends and technologies and changes in the field of Commerce and Management.

Course Input :

1. **Venture Capital :** Concept – Meaning – Features – Scope – Importance – Origin – Initiative in India – Venture – Capital Guidelines – Method of Venture financing – Indian Scenario – Suggestions for growth of venture capital.
2. **Derivatives :** Meaning – Types – Forwards, Futures, Options, Swaps – Basis Mechanism of futures contract – Types of futures – Commodity futures, Financial futures – Forward V. futures, Options – Features of options, Swap – Features of swaps – Kinds of Swap – Derivatives in India.
3. **Credit Rating :** Meaning – Functions, Origin, Benefits and limitations of Credit rating – Types of Credit rating – Credit rating Agencies – Moody's – Standard & Poors, Crisil, ICRA, CARE – DCR, Process and methodology of Credit rating.
4. **Total Quality Management and Six Sigma :** Total Quality Management – Concepts – Difference between ISO 9000 and TQM – Fundamentals of TQM, Major process components of TQM – Elements of TQM – TQM models.
5. **E – Commerce :** Meaning, Functions of E-Commerce – Advantages & disadvantages – Scope of E-Commerce, Levels of E-Commerce – e-online banking – Electronic delivery channels – ATM, EFT, Tele-banking, EMT, e-cheque – Security of Internet banking.

Books Recommended :

- 1) Gordon, Natarajan – Financial Markets and Services, Himalaya Publishing House, Mumbai.
- 2) R.P. Rustgi – Strategic Financial Management, Sultan Chand & Sons, New Delhi.
- 3) Dr. D.D. Sharma – Total Quality Management Principles, Practice & Cases – Sultan Chand & Sons, New Delhi.
- 4) Bhole L.N. – Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
- 5) Khan M.Y. – Indian Financial System, Tata McGraw Hill, New Delhi.
- 6) Dr. C.S. Rayudu – e-Commerce, e-Business, Himalaya Publishing House, Mumbai.
- 7) C.S.V. Murthy – e-Commerce : Concept, Models, Strategies, H.P.H. Mumbai.
- 8) Verma J.C. – Credit Rating – Procedure & Practice, Bharat Publishing House, New Delhi.

Syllabus
Marketing Management
Subject : Modern Marketing Research

Contents :

- 1) **Marketing Research :** Introduction – Meaning – Objectives & Function of Marketing research Elements – Importance & Its Limitations.
- 2) **Marketing Organization :** Introduction – Meaning & definition – Need & Importance – Principles of Marketing Organization – Marketing Managers Qualities, duties, responsibilities, Power & Function.
- 3) **Sources & Collection of Information :**
 - A) **Primary Data Collection :** Primary Data Objectives – Type of Primary Data – Sources of data – Methods of data collection.
 - B) **Secondary sources of Data Collection :** Meaning of Secondary data – Using of Secondary data – Internal sources of Secondary data – External sources of Secondary data.
- 4) **The Marketing Information System :** Meaning & Definition of MIS - The purpose or need of a system for MIS – A simple model of MIS – The concept of MIS – Factors responsible for a successful MIS – Marketing Intelligence System.
- 5) **Preparation of Research Report :** Role of report – Types of report – Content of report – Principles of preparation Devices – Presentation & Communication follow up.
- 6) **Current & Emerging Applications of Marketing Research :** Importance of customer database – Relationship Marketing – Brand equity measurement – Customer satisfaction – Method to measure satisfaction – Total Quality Management (TQM)
- 7) **Recent Issues & development in Marketing :** Direct Marketing – Online Marketing – Green Marketing – Marketing Ethics.

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