

NEP-2020 Based Curricula and Examination Scheme, University of Kota, Kota



Master of Commerce (Business Administration)

Semester I & II – 2024-25
Semester III, IV – 2025-26

UNIVERSITY OF KOTA
MBS Marg, Swami Vivekanand Nagar,
Kota - 324 005, Rajasthan, India
Website: uok.ac.in

M.Com (Business Administration)

Batch 2024-25 to 2025-26

The M. Com is a two-year full-time course. The course has been organized in four semesters in two years. Each year will comprise of two semesters.

- 1. Course Code: MBADM**
- 2. Type of the Course:** General
- 3. Title of the Course:** M. Com
- 4. Level of the Course:** PG level
- 5. Credit of the Course:** 100
- 6. Delivery Sub-type of the Course:** Theory
- 7. Pre-requisite of the Course:** Graduate or equivalent from any recognized university.
- 8. Course Objectives:**
 - To enhance the students' knowledge and understanding on the complex concepts of Business and acquire the ability to apply such knowledge in practical context.
- 9. Syllabus:** Attached
- 10. Scheme of end-of-semester examination:** Attached
- 11. Suggested Books & References:** Attached
- 12. Hyperlinks of suggested e-sources on University site and web**

E-Sources	Hyperlinks
SWAYAM Online Courses	<u>SWAYAM</u>
MOOCs	<u>MOOCs</u>
SWAYAMPBABHA	<u>SWAYAMPBABHA</u>
CEC-UGC YouTube Channel	<u>CEC-UGC</u>
National Digital Library	<u>National Digital Library</u>
Vidwan	<u>Vidwan</u>
EBSCO ebooks	<u>EBSCO e-books</u>

13. Course Learning Outcomes:

- Students will obtain eligibility for research work, NET/SET etc.
- Students will gain comprehensive understanding of Business, Management and other complex concepts related to management which will increase his employability in corporate sector.
- Students will develop a continuous learning mindset, adapting to new technologies, methodologies, and industry trends to ensure their professional relevance in the dynamic world.
- The program will prepare students for diverse career paths in Business organizations, helping them grow and contributing to every stakeholder's life.

SCHEME OF EXAMINATION

The examination shall be divided into two parts in which first part is continuous assessment or internal assessment and second part is semester assessment or external assessment. The schemes for the internal and external examinations shall be as under:

- a) The assessment of the student for theory shall be divided into two parts in which first part is continuous assessment or internal assessment (50 out of 150 marks) and second part is end term / semester assessment or external assessment (100 out of 150 marks).
- b) The internal assessment for each theory paper shall be taken by the teacher concerned in the Department during each semester. Internal assessment scheme is as follows:

Continuous Assessment Weightage					External Assessment Weightage	Total Marks (Total Credits)
Regular Student		Private Student		Total	Paper based on External Evaluation (End term examination)	
Mid-Term	Seminar / Project report/ PPT presentation / Assignment/ Viva Voce	Report writing	Viva-Voce			
30	20	30	20	50	100	150 (06)

For internal/continuous assessment of 50 marks

- For regular students test of 30 marks shall be conducted of one hour duration for each paper and shall be taken according to academic calendar notified by the college and remaining 20 marks will be assessed on the basis of Seminar/Project Report/PPT presentation or Assignment on any topic of each paper given by the teacher concerned.
- Each private student will prepare a report on any topic of each course in minimum 1000 words from the prescribed syllabus of the concerned theory, paper or course. The student needs to report the concerned college at the time prescribed by the college to submit the report and the college will arrange a viva voce on that report. It is proposed that the engaged teacher will be paid at the rate of per answer book per student charges. The examination section will generate an option of bill when the teacher fills the continuous assessment marks on examination portal (like done for external answer book evaluation).

The various components of the report may be:

- Name of the Course/Class:
- Name of the Student:
- Father's/Husband Name:

- Semester:
 - Roll No.:
 - Name of College (Center):
 - Name of Paper:
 - Title of the Report:
- If any student remains absent (defaulter) or fails or wants to improve his/her marks, one chance of continuous assessment (mid-term) will also be given to the student in the same semester with a fee of Rs. 250/- per paper, after the approval of the competent authority of Department/College.
- c) External examination scheme for semester (end term assessment) will comprise of two Sections A and B from session 2023-24 i.e. Section C will not be appeared in the external examination evaluation (as being used in session 2022-23). And marks will be distributed as per CBCS scheme. Further, the scheme of the examination paper of external component is also discussed and the proposed details are as under.

Section	100 marks for theoretical paper
Section-A	There will be one question with 10 parts having two parts from each unit with no internal choice. The weightage of each part is 2 marks. Hence, the total weightage of this section is 20 marks (20×1).
Section-B	There will be five questions with one question from each unit with internal choice (may have subdivisions). The weightage of each question is 16 marks. Hence the total weightage of the section is 80 marks (16×5).

- d) **Student should qualify both internal and external assessment separately to pass the paper i.e. if candidate passes an external and fails an internal; the candidate has to reappear in both internal and external exam of that paper next year.** But if candidate passes in the internal and fails in the external, then candidate has to reappear in external exam of that paper and in internal examination he has option either to forward the obtained internal marks of that paper in the previous attempt (on the basis of the application submitted by the candidate and approval of the head of the department for the

same) or can reappear in the internal examination if he wants to improve his marks in that paper.

e) The pattern of question paper of internal and external shall be as follows:

Proposed Examination Scheme for 50 marks theory paper for internal examination of Category B

Internal Test 20.....

Duration of Exam: 1.00Hr

Max.Marks:30

Class: M.Com. (Business Administration)

Semester:

Subject:

Paper:

No. of Students:

Teacher:

Note: The question paper contains two sections as under:

Section-A: One compulsory question with 05 parts. Please give short answers in 30 words for each part.

Section-B: 04 questions to be attempted having answers approximately in 300 words.

SECTION A		
Q.1		2
(a)		
(b)		2
(c)		2
(d)		2
(e)		2
SECTION B		
Q.2		5
Q.3		5
Q.4		5
Q.5		5

Proposed Examination Scheme for 100 marks theory paper for external examination of Category B

Duration of Examination: 3 Hours

Max. Marks: 100

SECTION-A 10 questions x 2 marks each = 20 marks

(Answer all questions -Two question from each unit with no internal choice)

Q. No. 1

i.	2 Mark
ii.	2 Mark
iii.	2 Mark
iv.	2 Mark
v.	2 Mark
vi.	2 Mark
vii.	2 Mark
viii.	2 Mark
ix.	2 Mark
x.	2 Mark

SECTION-B: 5 questions x16 marks each = 80 marks

(Answer all questions) (One question from each unit with internal choice) (Maximum two sub-divisions only)

Q. No. 2	Or	16 Marks
Q. No. 3	Or	16 Marks
Q. No. 4	Or	16 Marks
Q. No. 5	Or	16 Marks
Q. No. 6.....	Or	16 Marks

M.Com. (Business Administration)

Year- I	Core Course	Number, Code & Nomenclature of Paper			Duration of Exam .	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Pass Marks	
		Code	Category	Nomenclature		Le ct ur es	Pr ac tic al	Cre dit	Int. Asse ss.	Sem . Asse ss.	Total Marks	Int. . Ass ess.	Sem. Asses s.
Semester-I	Compulsory	MBADM 1.1	DCC	Management Concepts and Application	3Hrs	6		6	50	100	150	20	40
		MBADM 1.2	DCC	Theory and Practice of Marketing Management	3Hrs	6		6	50	100	150	20	40
		MBADM 1.3	DCC	International Business	3Hrs	6		6	50	100	150	20	40
		MBADM 1.4	DCC	Business Environment	3Hrs	6		6	50	100	150	20	40
						24		24	200	400	600	80	160
Semester-II	Compulsory	MBADM 2.1	DCC	Strategic Management	3Hrs	6		6	50	100	150	20	40
		MBADM 2.2	DCC	Research Methodology	3Hrs	6		6	50	100	150	20	40
		MBADM 2.3	DCC	Human Resource Development	3Hrs	6		6	50	100	150	20	40
		MBADM 2.4	DCC	Organizational Behaviour	3Hrs	6		6	50	100	150	20	40
			CHO				2		2	50		50	
Total					26		26	250	400	650	80	160	

Year- I	Core Course	Number, Code & Nomenclature of Paper			Duration of Exam .	Teaching Hrs/Week & Credit			Distribution of Marks			Min. Pass Marks		
		Code	Category	Nomenclature		Lectur es	Prac tical	Credit	Int. Asses. ss.	Sem . Asses. ss.	Total Marks	Int. Asses. ss.	Sem. Asses. s.	
Semester-III	Compulsory	MBADM 3.1	DCC	Marketing of Services	3Hrs	6		6	50	100	150	20	40	
		MBADM 3.2	DCC	Consumer Behavior and Marketing Research	3Hrs	6		6	50	100	150	20	40	
	(Group A HR Area)	MBADM 3.3	DSE	Labour Legislation	3Hrs	6		6	50	100	150	20	40	
		MBADM 3.4		Management of Training and Development	3Hrs	6		6	50	100	150	20	40	
	(Group B Finance Area)	MBADM 3.3	DSE	Financial Management	3Hrs	6		6	50	100	150	20	40	
		MBADM 3.4		Security Analysis and Portfolio Management	3Hrs	6		6	50	100	150	20	40	
			CHO			2		2	50		50			
						26		26	250	400	650	80	160	
	Semester-IV	Compulsory	MBADM 4.1	DCC	Advertising and Sales Management	3Hrs	6		6	50	100	150	20	40
			MBADM 4.2	DCC	Rural Marketing	3Hrs	6		6	50	100	150	20	40
(Group A HR Area)		MBADM 4.3	DSE	Union Management Relations	3Hrs	6		6	50	100	150	20	40	
		MBADM 4.4		Compensation Management OR Dissertation	3Hrs	6		6	50	100	150	20	40	
(Group B Finance Area)		MBADM 4.3	DSE	Management of Financial Services	3Hrs	6		6	50	100	150	20	40	
		MBADM 4.4		Working Capital Management OR Dissertation	3Hrs	6		6	50	100	150	20	40	
Total					24		24	200	400	600	80	160		

- **Note: DISSERTATION**
(Applicable only for Regular Students)

A Short Research (Dissertation) can be opted by the regular students who have secured minimum 55% marks (aggregate in previous semesters) under supervision of a faculty member assigned by the department. The candidate shall be required to submit two copies of the dissertation before commencement of fourth semester examination. Evaluation of dissertation will be made by an external examiner (appointed by the university). Maximum marks for evaluation will be 150.

- **Note: Students have to select any one group of their choice and will opt the papers as prescribed and students have to select same group in semester third and fourth.**

FIRST YEAR

M.Com (BADM) Semester I

Management Concepts and Application

MBADM 1.1 (DCC)

Max. Marks: 100

Time: 3 Hrs.

Unit – I

Meaning Nature and Importance of Management, Process of Management, Managerial Roles, Functions of Management, Skills of an Effective Manager, Schools of Management Thought.

Unit – II

Planning, Management Decision Making, MBO, Departmentalization, Power and Distribution of Authority Delegation and Decentralization of authority, Span of Control

Unit – III

Leadership Styles, Group Behaviour and Team Building, Effective Communication System, Designing Control System and MIS.

Unit – IV

Motivation Concepts, contemporary views on motivation, Management of Change, Conflict Management, Stress Management, Event Management, Time Management, and Total Quality Management.

Unit – V

Global Environment of Management, Ethics in Management, Corporate Social Responsibility, Corporate Culture. Emerging trends in Management.

Books Recommended:

1. Management- Koontz and Weirich, Tata Mc Graw
2. Management - Stoner, Gilbert et al
3. Principles of Management- B.P Singh, TN Chabra
4. OB- Fred Luthans
5. Principles of Management- P C Tripathi
6. OB – Robbins
7. Human Behavior at Work – Keith Davis
8. Management of OB – Hersey, Blanchard
9. Organizational Theory and Behavior – B. P. Singh & T N Chabra

FIRST YEAR

M.Com (BADM) Semester I

Theory and Practice of Marketing Management

MBADM 1.2 (DCC)

Max. Marks: 100

Time: 3 Hrs.

Unit – I

Introduction: Definition, Nature, Scope, Functions and Importance of Marketing, Market Types, Basic Market Principles 4Ps, Core Marketing Concept-Need, Demand, Want Value, Customer, Customer Satisfaction, Market Segmentation, Goods and Services, Competition, Company Orientation Towards Market Place, Production Concept, Modern Marketing Mix, Marketing Management Process- A Strategic Perspective.

Unit – II

Marketing Environment and Research – Environmental Scanning (External and Internal), Analyzing Consumer Behaviour, Buying Decision Process, Consumerism, Analyzing Organizational Buying Behavior, Marketing Research, Levels of Marketing Planning, Generic Strategies And Value Chain Segmentation, Targeting And Positioning, Ethical Issues In Marketing.

Unit – III

Developing Products and Pricing Decision: Meaning and Classification of Product, Product Levels, New Product Development and its Process, Product Life Cycle and Strategies for Different Life Cycle Stages, Product Mix, Product Line, Packaging and Labeling, Product Quality, Concept and Role of Branding, Branding Decisions.

Pricing Decision: Objectives, Factors Affecting Price of a Product, e-Pricing, Process or Steps of Setting Price, Pricing Policies and Strategies, Break Even Analysis.

Unit – IV

Distribution and Marketing communication: marketing channels, types of channels, evaluating the major channels alternatives, logistic activities, logistic mix, retailing, wholesaling, logistics, e distribution, marketing communication process and its tools.

Unit – V

Sales Management and Recent Trends in Marketing: Sales Planning and Organization, Sales Forecasting, Salesmanship, Sales Evaluation and Customer Relationship Management, Service Marketing, Green Marketing, Social Media Marketing, Digital and e-Marketing.

Books Recommended:

1. Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla Y. And Ehsan Ul Haque, Principles Of Marketing: A South Asian Perspective, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., And Carl Mcdaniel, Mktg, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., And Ajay Pandit, Marketing Concepts And Cases, Tata Mcgraw Hill (Special Indian Edition).
4. Mccarthy, E. Jerome; Cannon, Joseph And William D. Perreault, Basic Marketing, Mcgraw-Hill Education.
5. Armstrong, Garyand Philip Kotler, Marketing: An Introduction, Pearson.
6. Chhabra, T.N., Principles Of Marketing, Sun India Publication.
7. Kazmi, Shh, Marketing Management Text And Cases, Excel Books.
8. Zikmund, William G. And Michael D'amico, Marketing: Creating And Keeping Customers In An ECommerce World, South-Western College Pub.
9. Neelamegham, S., Marketing In India: Text And Cases, Vikas Publishing House.
10. Rajgopalan, Marketing Management: Text And Cases, Vikas Publishing House.
11. Philip Kotler- Marketing Management.
12. William J.Stanton-Fundamentals Of Marketing.
13. J.C.Gandhi-Marketing Management.
14. P.K.Srivastava-Marketing Research.
15. Richard D.Crisp-Marketing Research.

FIRST YEAR

M.Com (BADM) Semester I

International Business

MBADM 1.3 (DCC)

Max. Marks: 100

Time: 3 Hrs.

Unit I

CONCEPTS AND DIMENSIONS: Concept of International Business, Difference between Domestic and International Business, Nature and Importance of International business Introduction to International Business Environment, Nature, Modes of entry in International Business, Theories of International Trade, Balance of Payments.

Unit – 2

GLOBALIZATION PROCESS AND FORCES

Globalization: An Overview – Introduction to Global Marketing, nature and importance, process of international marketing and transition from domestic to transnational marketing, International Investment, Technology Transfer.

Unit – 3

WORLD TRADING SYSTEM & INSTITUTIONS: World Trade Organization – Basic principles and frame work, IMF, World Bank, International Commodity Agreements, Multilateral Financial institutions.

Unit – 4

LEGAL ENVIRONMENT: EXIM policy - Legal Framework, objective of EXIM, FEMA – Origin and objective, framework of FEMA, Consumer Law, Settlement of International Trade Disputes.

Unit – 5

CONTEMPORARY DEVELOPMENTS AND ISSUES

International Trade and Environment, International Business Ethics, Electronic Commerce, Instruments of Trade Policy.

Books Recommended:

- *International Business Environments and Operations:*
- *Daniels, John D. and Radebaugh, LeeH.*
- *International Marketing :Cateora, Philip andHess.*
- *International Marketing :KirpalaniV.H.*
- *International Business Environment : Blake andSundo*

FIRST YEAR

M.Com (BADM) Semester I

Business Environment

MBADM 1.4 (DCC)

Max. Marks: 100

Time: 3 Hrs.

Unit-I

Introduction to Business Environment – Concept and Significance and Types of Environments, Environmental Influences on Business, Components of Business Environment. Environment Analysis Techniques; changing dimension of the Business Environment, Intellectual Property Rights, Consumer Protection Act 2019 With Latest Amendments.

Unit-II

Economic Environment of Business-Economic systems, economic organizations corporate sector, public sector, Joint sector, unorganized sector, Economic Infra-structures (Transport, Communication, Water & Power. Nature and Structure of Economy and Economic Policies- Fiscal Policy, Industrial Policy and Exim Policy. Business Ethics and Social Responsibility; Social Responsibility of Business, Social Audit.

Unit-III

Indian Economy and Non-Economic Environment of Business – Political and Legal Environment of Business and its Changing Dimension, Socio and Technological Environment. Changing Structure of the Indian Economy, Nature of Indian Economy - Development and Underdevelopment; Economic Planning- Objective and Problems; Economic Reforms; Economic Growth and Its Variables, PPP Model for Growth.

Unit-IV

Privatization, Liberalization and Globalization: Role of Private Sector in Development and Growth, Disinvestment in Public Sector Units, Liberalization Concept- Need and Objectives, Globalization and Impact on Indian Economy, Globalization Implications, Rationale for Globalization, Challenges and Opportunities for MNCs; Legislation for Unfair Trade Practices and Consumer Protection. Foreign Exchange Management Act (FEMA1999) - Objects and Main Provisions.

Unit-V

Contemporary Issues and Government Policy on Environments: Corporate Ethics and Government, Work Ethics, CSR. Industrial Sickness & Government Rehabilitation Policy in India, Policy of Industrial Development, Business Opportunities in Rural Sectors, Environment

Protection, Government policy on Environment, Water Prevention and Control of pollution Act 1974, Air prevention and control of Pollution Act 1981, Environment protection and control of pollution act 1988.

Books Recommended:

1. Francis Cherulinam: Business & Govt. (Himalaya)
2. Bowen, Howard R: Social Responsibilities of Business (Harper & Brother, New York, 1953)
3. Clark, J.M.: Social Control of Business (New York Mc Graw Hill, 1953)
4. Committee of Economic Development: Social responsibilities of Business Corporation (Newyork, C.E.D) Heald Morrel: The Social Responsibilities of Business & Community
5. Ozbekhan Hasan & Gane E. Teberteed: Business Government, R.I. Institute of Management Service.
6. Stoner George: A case in Business & Society (New York, Random House, 1975)
7. Reports of the Monopoly inquiry Commission, Report of Dutia Licensing committee.
8. M. Adhikarey: Economic Environment of Businesses
9. Rogene A. Bhvhol: Business Environment and Public Policy (Prentce Hall, 1982)
10. B. Ghosh: Economic Environment of Business, Vikas Publishing House Pvt. Ltd. New Delhi.

FIRST YEAR

M.Com (BADM) Semester II

Strategic Management

MBADM 2.1 (DCC)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Introduction: Concept of strategy, Meaning and Importance of Strategic Management, Strategic Management Process, Levels of strategy, Approaches to strategic decision-making; elements of strategy, Strategic Intent, Blue Ocean Strategy, Organizational Mission, Vision, Goals, Ethics and objectives, Strategy & Structure, 7s Framework.

Unit – II

Strategic Analysis:

Environmental Analysis- Organizational Environment - Concept and characteristics, Components of Environment; Organizational Appraisal - Process and Techniques; The Value Chain and the Internal Factor Evaluation (IFE).

Industry Analysis & Environmental scanning techniques- ETOP and SWOT Analysis, Analysis of Operating External Environment - Michael E Porter's Five Forces Model; Strategic Group Analysis; The International Product Life Cycle (IPLC). Analysis of Internal Environment– Resource Audit; Resource Based View (RBV); Value Chain Analysis.

Unit III

Strategic Intent: Grand Strategies - Turnaround, Disinvestment and Liquidation strategies; External Growth strategies - Merger, Acquisition, Takeover and Joint Venture strategies; Integration and Diversification, Outsourcing strategies, Strategic Alternatives & Strategic options at Corporate Level – Growth, Stability, Combination, and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies.

Unit IV

Situation Specific Strategies: Marketing; Production; Human Resource, Production and Financial Strategies and Policies (Elementary knowledge only); IT and strategy; Technology and R&D; Knowledge Management; Strategy and Social Responsibility. Strategies for situation like competing in emerging industries, Strategies for industry leaders, runner -up firms and weak businesses.

Unit V

Strategy Implementation and Evaluation: Strategic Implementation – Concept Techniques, Issues and Process; Strategic Evaluation and Control- Concept, Types of Strategic Control, Techniques of strategic control. Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Budgets and support system commitment.

Books Recommended:

1. Glueck & Jauch – Business Policy & Strategic Management
2. William F. Glueck – Business Policy & Strategic Management Tata McGraw
3. Ansoff – J.I. Corporate Strategy, McGraw
4. U. I. Khan – Business Policy
5. Azhar Kazmi – Business Policy
6. Mc Carthy et. al. - Business Policy & Strategy, Irwin
7. Dr.Pc Jain- Strategic Management

FIRST YEAR

M.Com (BADM) Semester II

Research Methodology

MBADM- 2.2 (DCC)

Max. Marks: 100

Time: 3Hrs

Unit-I

Nature and scope of Research Methodology, Problem Formulation and Statement of Research objectives.

Research Process: Research Design – Exploratory, Descriptive and Experimental Research Design, Sampling.

Unit-II

Methods of Data Collection – Observational and survey Methods, Primary and Secondary Data; Making inferences of Data; Hypothesis and its testing.

Unit-III

Quantitative methods of Survey Research, Survey Techniques and its limitations, Operationalisation of Research Design, Questionnaire Design and Administration, Interview Schedule, Reliability and validity.

Unit-IV

Qualitative Research Techniques: Participant observation, Interview Guide, Case study Method, Content Analysis, Validity and Reliability in Qualitative Research, Action Research.

Unit-V

Appropriate Statistical techniques: Averages: Mean, Mode, Median; Correlation, Regression, Chi Square, Level of Significance, ANOVA, Use of SPSS and other Statistical Software Packages, Tabulation and Analysis of Data and Preparation of Report.

Books Recommended:

1. Business Research Methods – Donald Cooper
2. K.R., Sharma – Research Methodology
3. C R Kothari – Research Methodology
4. S P Gupta – Statistics
5. B N Gupta – Statistics

FIRST YEAR

M.Com (BADM) Semester II

Human Resource Development

MBADM-23 (DCC)

Max. Marks: 100

Time: 3Hrs

Unit I

Introduction To Human Resource Development: Genesis; Philosophy and Concept of HRD; Objectives and Importance of HRD; Relationship Between HRD and HRM; HRD Processes and Outcomes; HRD Mechanism or Systems; HRD Matrix, HRD Interventions; Globalization and HRD; HRD Skills; Functions of HRD Department; Functions, Roles And Competencies of HRD Professionals.

Unit II

HRD Process: HRD Instruments, Classical and Modern Subsystems Of HRD; Steps in HRD Process; Developing HRD System; Role of HRD in Organizational Effectiveness. Designing and Developing Effective HRD Programmes; Evaluating and Implementing HRD Programmes.

Unit III

Learning and HRD: Concept of Learning; Learning Strategies and Styles; Principles of Learning; Learning and Motivation. Theories of Learning, Learning Interventions, Transfer of Learning, Coaching and Mentoring. Employee Job Satisfaction.

Unit IV

Training And Career Planning Development: Concept and Importance of Career Planning and Development; Career Stages; Process of Career Planning and Development; Effective Career Planning; Succession Planning; Career Counseling. Concept of Training; Objectives and Importance of Training; Development of Training Programme; Types of Training; Methods of Training; Training Process; Executive Development; Evaluation of Training Programme.

Unit V

Emerging Issues in HRD and Performance Measurement: HRD Audit, HRD in Service Industry, HRD in Govt. Sector. Emerging Trends and Perspectives; Concept and Process of Performance Management; Meaning & Importance of Performance Appraisal; Performance Appraisal Techniques, Meaning and Concept of Potential Appraisal. Employee Counseling and Feedback.

Books Recommended:

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India.
6. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
7. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
8. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.

FIRST YEAR

M.Com (BADM) Semester II

Organizational Behaviour

MBADM -2.4 (DCC)

Max. Marks: 100

Time: 3Hrs

Unit- I

Organizational Behaviour: Meaning and Concepts, Scope, Importance, Types of Consumers and Their Role; Consumer Behaviour and Marketing Concept; Models of Organizational Behaviour. Individual Behaviour: Attribution, Learning, Motivation, Values.

Unit-II

Individual Differences in Consumers: Needs and Motivation; Perception; Attitude and Attitude Change; Learning and Learning Theories; Personality and Life Style Analysis, Development of Personality Attributes of Personality, Ego state, Transactional Analysis.

Unit-III

Leadership: - Concept, Roles of Leadership, Qualities and Task of a Leader, Theories and Styles of Leadership. Stress Management: Definition, Causes, Types, Management of Stress, Interpersonal Relations.

Unit-IV

Group Dynamics and Team Building: Theories of Group Formation, Formal and Informal Groups, Importance of Team Building, Conflict- Definition, Traditional Vs Modern View of Conflict, Types of Conflict- Intra Personal, Interpersonal, Organizational, Constructive And Destructive Conflict, Conflict Management.

Unit-V

Organization & Consumer Decision Making Process: Organization Cultures And Climate; Organization Effectiveness. Buying Motives; Buying Roles; Consumer Buying Process; Levels of Consumer Decision Making.

Books Recommended:

1. Principles and Practices of Management: Shejwalkar.
2. Essentials of Management: Koontz H. and Weitrich.
3. Principles and Practices of Management: T.N. Chabra.
4. Management: Stomen and Jane.

5. Organisational Behaviour: Stephen Robbins.
6. Organisational Behaviour: Keith & Davis.
7. Organisational Behaviour: Fred Luthans.
8. Organisational Behaviour: K.A. Ashwathappa.
9. Management and Organisational Behaviour: P. Subha Rao.
10. Understanding Organisational Behaviour: Uda Pareek.

SECOND YEAR

M.Com (BADM) Semester III

Marketing of Services

MBADM – 3.1 (DCC)

Max. Marks: 100

Time: 3 Hrs.

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

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 3

Marketing Mix in Service 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 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.

UNIT 5

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.

Books Recommended:

1. Wirtz Jochen, Lovelock Christopher H, Chatterjee Jayanta.: Services Marketing, 8e Edition, Pearson.
2. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, 4th Edition, McGraw Hill Additional

3. Woodruffe, Helen: Service Marketing. MacMillan India

4. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill

SECOND YEAR

M.Com (BADM) Semester III

Consumer Behavior and Marketing Research

MBADM–3.2 (DCC)

Max. Marks: 100

Time: 3 Hrs.

UNIT 1

Consumer Behavior: Definition, Consumer Decision Process, Decision Rules Factors affecting Consumer Behavior

UNIT 2

Factors affecting Consumer Behaviour, Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.

UNIT 3

Consumer Motivation & Personality: Consumer Motivation– Needs, Goals, Motive arousal, Maslow’s Hierarchy of Needs, Freud’s Theory of Motivation; Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory

UNIT 4

Consumer Decision Making Process: Types of Consumer Decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era.

UNIT 5

Marketing Research: Definition, concept, objectives, advantages, limitations, Types and Process.

Books Recommended:

London and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata McGraw Hill.

Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co.

Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio.

Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co.

Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi.

Block and Roering: Essentials of Consumer Behavior, Dryden Press, Chicago.

Hawkins, Best and Coney: Consumer Behavior, Tata McGraw Hill, New Delhi.

Howard JA, Sheth JN: The Theory of Buyer Behavior, John Wiley, New York.

Laudon, D.L.: Consumer Behavior, Tata McGraw Hill, New Delhi.

Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.

SECOND YEAR

M.Com (BADM) Semester III

Group A –HR Area (Paper I)

Labour Legislation

MBADM -3.1 (DSE)

Max. Marks: 100

Time: 3 Hrs.

UNIT 1

Introduction: Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation.

UNIT 2

Factories Act 1948: Provisions regarding health, welfare and security.

UNIT 3

Industrial Disputes Act, 1947: Provisions regarding Strikes, Lockouts, Retrenchment and Layoff.
Payment of Wages Act, 1936, Minimum Wages Act, 1948,

UNIT 4

Trade Union Act, 1926

UNIT 5

Workers Compensation Act, 1923, Contract Labour Act (Abolition & Regulation Act), 1970

Books Recommended:

1. Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Blyton, P. & Turnbull, P. (2009). The Dynamics of Employee Relations. Palgrave Macmillan.
3. Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
4. Padhi, P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.

5. Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
6. Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India.

SECOND YEAR

M.Com (BADM) Semester III

Group A – HR Area (Paper II)

Management of Training and Development

MBADM–3.2 (DSE)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration

Unit II

Training Process: An Overview; Role, Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process;

Unit III

Training Climate and Pedagogy; Developing Training Modules, Training methods, Training Strategy.

Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.

Unit IV

Evaluation of Training - Training evaluation, Measurement Tools & Technique, Feedback Mechanism

Unit V

Organizing the Training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India. Case Study.

Books Recommended:

- Blanchard, P. Nick, Effective Training: Systems, Strategies and Practices, New Delhi, Pearson.
- Buckley, R. and Caple, Jim, The Theory & Practice of Training, London, Kogan Page.
- Janakiram, B., Training & Development, New Delhi, Biztantra.
- Pareek, Udai, Training for Development, New Delhi, Vistaar.
- Pepper, Allan D., Managing the Training and Development Function, Alderson, Gower
- Reid, M.A., Training Interventions: Managing Employee Development, London: IPM.

SECOND YEAR

M.Com (BADM) Semester III

Group B – Finance Area (Paper I)

Financial Management

MBADM–3.1 (DSE)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Introduction: Meaning and Importance of Financial Management, Functions of Financial Management, Financial Planning, Capital Budgeting - Meaning and importance, Methods of Evaluating Investment Opportunities.

Unit II

Cost of Capital: Meaning and significance of cost of Capital, Computation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings, Combined (weighted) Cost of Capital.

Unit III

Capital Structure: Traditional Capital and MM Hypothesis, Factors Affecting capital structure, Operating and Financial leverages, Measurement of leverages, Analysing Alternate Financial Plan.

Unit IV

Management of Working Capital: Meaning, Significance and Types of working capital, Financing of working capital, Sources of Working Capital.

Unit V

Dividend Policies: Amount, Regularity and Forms of Dividend Payment, Factors Determining Quantum of Dividend Payment, Stock Dividend and their Payment, Walter's Model, Gordon Model and MM Hypothesis.

Books Recommended:

1. Hunt, William & Donaldson - Basic Business Finance.
2. Van Horne - Financial Management and Policy.

3. Walker - Financial Management.
4. Khan and Jain - Financial Management.
5. Pandey I.M. - Financial Management.
6. Upadhyay Dr.K.M - Financial Management.
7. Kuchal S.C - Financial Management .
8. Deordan - Cost and Budget Analysis.
9. vxzoky rFkk vxzoky% foÙkh; izcU/k(jes'k cqđ fMiks] t;iqj½
10. Kulkarni - Financial Management.

SECOND YEAR

M.Com (BADM) Semester III

Group B – Finance Area (Paper II)

Security Analysis and Portfolio Management

MBADM–3.2 (DSE)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Introduction: Concept, Nature and Scope of Investment; Principles of Investment; Investment Process and Investment Stages; Risk and Return; Investors attitudes towards risk and return.

Unit II

Securities markets: New Issue Market, functions, methods of raising capital, development of stock market in India-listing, membership, trading and settlement procedure, stock market indices, regulation of securities market (SEBI).

Fundamental Security Analysis: Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry level factors; Company Analysis- Financial Performance and forecasting; Intrinsic value of shares. Technical Analysis

Unit III

Portfolio Analysis: Security Risk and Return Vs Portfolio risk and Return; Various components of Risks - Market Risk, Inflation Risk, Management Risk, Liquidity Risk, Business Risk, Financing Risk etc; Systematic Vs Unsystematic Risks.

Unit IV

Portfolio Management: Selection and Management of Optimum Portfolio under Markowitz model, Sharpe model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Model.

Unit V

Portfolio Selection under Risk;

Portfolio Appraisal and Revision.

Books Recommended:

1. R Bhalla - Investment Management; Security Analysis and Portfolio Management; S.Chand& Sons, New Delhi.

2. Donald E Fisher and Ronald T Jordan, Security Analysis and Portfolio Management, PHI Publications New Delhi.
3. V.A.Avadhani - Investment and Security Markets in India, Himalaya Publishing House, New Delhi. 4. Preeti Singh - Investment Management, Himalaya Publishing House, Mumbai.

SECOND YEAR

M.Com (BADM) Semester IV

Advertising and Sales Management

MBADM–4.1 (DCC)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Advertising: Definition & Characteristics; Types; Mass Media Promotions- Newspapers: Advantages & Disadvantages; Magazines: Advantages and disadvantages; Radio: Advantages and Disadvantages; T.V – Advantages and Disadvantages; Outdoor Advertising; Models of Advertising: AIDA, DAGMAR

Unit II

Advertising Plan, Advertising Production Process, Creative strategy, Types of Advertising appeals, The Creation Stage

Testing and Measuring Performance - Copy Testing: Pre-Testing and Post Testing; Media Planning, Measuring Promotional Performance- Advantages and disadvantage, Ethics in Advertising, Legal Aspects of Advertising.

Unit III

The Sales Management: Introduction to Sales management, Sales organization: Structure, Sales function & policies, Sales Manager: Functions

Unit IV

Planning the Sales Effort: Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

Unit V

Organizing and Directing the sales Force: Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

Books Recommended:

- Advertising Theory and Practice :Chunawlla, Kumar, Sethia, Subramanian, Suchak, Himalaya Publishing House
- Advertising Management & Sales Promotion – SHH Kazmi & Satish K Batra, Himalaya Publishing House.

- Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
- Arens and Bovee, Contemporary Advertising, Irwin, 1995.
- Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.
- Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
- Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.
- Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
- Still, R &Govoni ,Sales Management, Prentice Hall Inc., 1988.
- Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
- Calvin; Sales Management; Tata McGraw Hill, New Delhi.
- Futrell, Charles, Sales Management, Thomson Learning,Mumbai.
- Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
- Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi.

SECOND YEAR

M.Com (BADM) Semester IV

Rural Marketing

MBADM–4.2 (DCC)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Rural Marketing: Concept, Nature, Scope, Significance of Rural Marketing, Factors contributing to Growth of rural markets, Components and classification of Rural markets, Rural Market VS Urban Market, rural marketing.

Unit II

Rural Markets & Decisions: Profile of Rural Marketing, Consumer Profile; Rural Market Equilibrium-Classification of Rural Marketing, Regulated and Non-Regulated. Marketing Mix-Segmentation, Targeting, Positioning. Rural Marketing Strategies.

Unit III

Government Role: Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing.

Product: Product / Service Classification in Rural Marketing, New Product Development, Brand Management in Rural Marketing.

Unit IV

Rural Distribution and Channel Management- Managing Physical distribution in Rural Marketing- Fostering Creativity and Innovation in Rural Marketing, Sales force Management in Rural Marketing.

Unit V

Rural Consumer Behaviour: Consumer Behaviour Model in Rural Marketing, Rural Marketing Research, Retail & IT models in Rural Marketing, CSR and Marketing Ethics in Rural Marketing

Books Recommended:

1 Badi R.V. Badi N.V. Rural Marketing Himalaya Publishing House – 2010

- 2 Acharya S.S. Agarwal N.L. Agriculture Marketing in India Oxford & IBH Publishing Company Pvt. Ltd. 113-B, ShahpurJat, Asian village side Now Delhi India 110 049 India Fax – 011 41517559 – 2004
- 3 Understanding Rural Buyer Behaviour, Jham, IIM – B Management Review Vol. 15 No. 3 2003
- 4 Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
- 5 Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash Pandey New age publishers
6. Rural Marketing – U.C.Mathur, excel books, 1/e
- 7 Indian Rural Marketing Rajagopal Rawat Publishers
- 8 Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book (Paperback) 2005, BIZTANTRA,
- 9 Dogra Balram and Karminder Ghuman, Rural Marketing: Concepts and Practices (Paperback) 2007, Tata McGraw-Hill Publishing Company Ltd.
- 10 Pradeep Kashyap , Rural Marketing (Old Edition) Paperback – 2011, 2nd Edition, Pearson.
- 11 C.S.G. Krishnamacharyulu and Lalitha Ramakrishnanan, Rural Marketing Text and Cases, 2nd Edition, (Paperback) – 2010, Pearson Education.
- 12 Badi R.V., Badi N.V. Rural Marketing P.Nos. – 112 to 114, 233 to 241.

SECOND YEAR

M.Com (BADM) Semester IV

Group A – HR Area (Paper III)

Union Management Relations

MBADM – 4.3 (DSE)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Introduction to Union Management Relations: Concept and Importance, Role of Government, Public Policies in Union Management Relations, Impact of Globalization on Union Management Relations, Role of International Labour Organisation.

Unit II

Trade Unions and Unionism: Trade Union Development and Functions; Trade Union Recognitions; Leadership in Trade Unions; White collar and Managerial Trade Unions, Management and Employers' Associations.

Unit III

Conflict Resolution: Causes of Conflict; Collective Bargaining - Meaning, Importance and Process; Negotiation skills; Role of Labour Administration; Conciliation and Arbitration and Adjudication.

Unit IV

Workers' Participation in Management: Evolution and Concept of workers' participation in Management; Importance; Structure and Process of WPM; Forms of Participation; Strategies for Implementing WPM

Unit V

Grievance: Meaning and causes of grievances, Machinery for handling grievances, Grievance redressal in India.

Books Recommended:

1. P.Subha Rao : Essentials of HRM and Industrial Relations.

2. Mamkoottam : Trade Unionism : Myth and Reality, New Delhi, Oxford University Press.
3. Virmani, B.R. Participative Management Vs Collective Bargaining, Vision Books, New Delhi.
4. Mamorial C.B. Dynamics of Industrial Relations, Himalaya Publications, Mumbai.
5. S.C. Srivastava Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi,1994.

SECOND YEAR

M.Com (BADM) Semester IV

Group A – HR Area (Paper IV)

Compensation Management

MBADM – 4.4 (DSE)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Introduction: Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices.

Unit II

Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.

Unit III

Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization – Managing Employee Benefits: Nature and types of benefits, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.

Unit IV

Executive compensation – elements of executive compensation and its management – Executive compensation in an international context – Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions.

Unit V

International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits around the world - CEO pay in a global context - Beyond compensation.

Books Recommended:

1. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition 2
2. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
3. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
4. B D Singh, Compensation And Reward Management, Excel Books, 2008
5. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

SECOND YEAR

M.Com (BADM) Semester IV

Group B – Finance Area (Paper III)

Management of Financial Services

MBADM–4.3 (DSE)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Introduction to Services: Meaning and Definition, Characteristics, Reasons for Growth of Services. Role of Services in the Indian Economy. Marketing Mix for Services.

Financial Services: Concept, Nature and Characteristics of Financial Services. Role, Main Types of financial Services.

Unit II

Management of Banking Services

RBI: Objectives, Functions and Role of RBI, Credit Control.

Commercial Banks: Functions, Role, Credit Creation, Organisation and Management.

Credit Cards in India: Progress of Credit Card Business, Credit Card v/s Debit Card. RBI's directives on Debit Cards. Advantages of Debit and Credit Cards.

Unit III

Merchant Banking: Meaning, Functions and Role, New Issue Management Services of Merchant Banks. Government Policy on Merchant Banking System.

Unit IV

Mutual Funds: Meaning, objectives, Types and Overall Progress of Mutual Funds in India. Regulation and Control of Mutual Funds in India.

Credit Rating Services: Concept, Need and Importance. Factors considered in Credit Rating. Credit Rating Agencies in India.

Unit V

SEBI and its Reforms: Functions of SEBI, Steps taken by SEBI for Investors Protection, Protection in New Issue Market, Protection for Fixed Deposits, Legislative Protection to Investors, Rating and Investors Protection.

Books Recommended:

1. Avadhani VA: Marketing of Financial Services, Himalya Publising House, Mumbai.
2. Srivastava RM: Management of Indian Financial Institutions, Himalya Publising House, Mumbai.
3. Verma JC: Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.
4. Shiva Ram S: Global Financial Services Industry, South Asia Publications, New Delhi.
5. Khan MY: Indian Financial System – Theory & Practice, Vikas Publishing House, New Delhi.
6. Shankar, Ravi: Services Marketing – the Indian Experience; South Asia Publications, New Delhi.
7. Avdhani VA: Investment and Securities Markets in India, Himalya Publishing House, Mumbai.
8. RBI Act 1934.

SECOND YEAR

M.Com (BADM) Semester IV

Group B – Finance Area (Paper IV)

Working Capital Management

MBADM–4.4 (DSE)

Max. Marks: 100

Time: 3 Hrs.

Unit I

Principles of Working Capital: Introduction to Working Capital, Concept of Working Capital.

Unit II

Need for Working capital, Concepts and its determinants, estimation of working capital needs.

Unit III

Accounts Receivables: Management and Factoring: Credit Policy, Nature and Goals, credit evaluation of individual accounts and its monitoring receivables, factoring: types and benefits.

Unit IV

Inventory Management: Nature of Inventories, need to hold inventories, objectives of inventory management, inventory Management techniques, inventory management process.

Unit V

Cash Management: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursements, investing surplus, cash in marketable securities, cash budgeting.

Working Capital Finance: Trade Credit, Bank Finance and Commercial Papers.

Books Recommended:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill. 1.
2. Bhalla, V.K. Working Capital Management: Text and Cases, Delhi, Anmol.
3. Hampton J.J. and C.L. Wagner Working Capital Management, John Wiley & Sons.
4. Mannes, T.S. and J.T. Zietlow Short -term Financial Management, West Publication Co.

5. Scherr, F.C. Modern Working Capital Management, Prentice Hall 49

6. Smith, Keith V. and G.W. Gallinger Readings on Short-term Financial Management, 3rd ed. West Publication Co.1.

7. Battacharya, Hrishikas: Working Capital Management: Strategies