

**Tilak Maharashtra Vidyapeeth  
M.Com. Distance Programme  
Annual Pattern Syllabus**

**Objectives :**

1. To equip and train our post graduate students to accept the challenges of 21st Century
2. To Study and analyze the new industrial and commercial culture
3. To make aware the students for acquiring the knowledge of specialized subjects.
4. To understand and measure current events,
5. To develop independent logical thinking, and facilitate personality development.
6. To equip the students for seeking suitable employment and entrepreneurship ability
7. To impart knowledge and develop understanding of research methodology and its application
8. To study methods of Data Collection and its interpretations
9. To develop communication and analytical skills in generalization of things, concepts and symbols used in business.

# The M.Com. degree shall be second degree building on the base provided at B.Com. degree level. The M.Com. degree programme provides an opportunity to acquire advanced knowledge in the main areas of commerce. A student who has passed B.Com. degree examination of this Vidyapeeth or any other recognized University shall be admitted to M.Com. Course.

# The M.Com. Course will be of 2 years duration consisting of 2 parts Part I and Part II. At each part there will be 4 papers of 100 marks each. Thus M.Com. degree examination-Part I and II shall be of 800 Marks.

**The following would be the scheme of papers:**

**M. COM. PART I COURSE( 400 MARKS)**

1. MANAGEMENT ACCOUNTING
2. PRINCIPLES OF MANAGEMENT AND MANAGEMENT INFORMATION SYSTEM. (MIS)
3. SPECIAL-PAPER-I (COMMON FOR BOTH PARTS)
4. SPECIAL-PAPER-II

**M. COM. PART II COURSE(400 MARKS)**

1. BUSINESS FINANCE OR INDUSTRIAL ECONOMICS
2. RESEARCH AND METHODOLOGY
3. SPECIAL-PAPER-III
4. SPECIAL PAPER- IV

**A list of special subjects with 4 papers each is given below  
(Any one subject to selected common for M.Com. Part I & II)**

**( A ) ADVANCED MARKETING :**

Paper I : Marketing Techniques  
Paper II : Consumer Behavior  
Paper III : Customer Relationship Management and Retailing  
Paper IV : Services Marketing

**OR**

**( B ) BUSINESS ENVIRONMENT :**

Paper I : Modern Business Practices  
Paper II : Business Environment  
Paper III : Entrepreneurship Development  
Paper IV : Organization Trade and Markets

**OR**

**( C ) ADVANCED BANKING AND FINANCE**

Paper I: Banking Laws  
Paper II: Central Banking  
Paper III: Banking Practices  
Paper IV: Monetary Policy

**Scheme of Examination**

The internal assignments at the end of First Term is of 60 marks (to be converted in-to out of 20) and the Annual Examination of 3 Hours duration/80 marks at the end of Second Term of the Academic Year. The question paper for both the examinations will be based on testing the knowledge of theory, applicability and problems or cases wherever applicable as detailed in the syllabus. The internal assignments for term end examination will be set on the syllabus prescribed for the 1st Term. The question papers for Annual Examination will be set on the entire syllabus. The questions in the Annual Examination will be in the ratio of 40% on the syllabus prescribed for the First Term and 60% on the syllabus prescribed for the Second Term. The term end examination will be conducted only once in an Academic Year. The Candidates will be allowed to join Second Year of M.Com. Part I/II Course irrespective of the number of backlogs at the First Year Examination. The present rules, ordinances governing Term End and Annual Examination shall remain unchanged.

**Standard of Passing**

A candidate is required to obtain at least 40 marks out of 100 to pass in each paper at the Annual Examination i.e. 32 marks out of 80 marks at the Annual Examination & 8 marks out of 20 marks in the internal assignments. A candidate shall be declared to have passed in the paper provided he/she has secured an aggregate of 40% marks in the internal assignments and Annual Examination taken together in paper.

**Award of Class :**

The class in respect of M.Com. Examination be awarded to the candidates on the basis of aggregate marks obtained by them in all the eight papers at the Part I and II together. The award of Class shall be as under :

1. 70% and above : First Class with Distinction
2. 60% and above but less than 70%: First Class
3. 55% and above but less than 60%: Higher Second Class
4. 50% and above but less than 55%: Second Class
5. 40% and above but less than 50% : Pass Class
6. Less than 40% : Failure

# **M. COM. PART I**

## **Compulsory Paper - I**

### **MANAGEMENT ACCOUNTING**

#### **Objective :**

To develop the understanding of accounting tools and information and their uses in decision making.

#### **UNIT I:- INTRODUCTION**

Management Accounting-Need and importance- Meaning, Definition-Objectives and Scope, its distinction between Financial and Cost accounting- Advantages and limitations of Management accounting; Management Accountant-Role-Essential qualities.

#### **UNIT II:- FINANCIAL STATEMENT ANALYSIS**

(a) Interpretation and criticism of financial statements-Trend percentages-Inter firm Comparison-Necessity and limitations.

(b) Ratio Analysis-Meaning, advantages, limitations, Balance sheet ratios, Profit & Loss A/c Ratios, Liquidity, Solvency ratios, Overall Performance ratios (Advanced Problems).

(c) Fund flow statement and cash flow statement-advantages of fund flow statement, distinction between Fund flow and Cash flow statement.

#### **UNIT III:- WORKING CAPITAL MANAGEMENT**

Concept and definition of working capital-Determination of working capital-Assessment of working capital needs-Study of Components of working Capital- Such as cash Management, Accounts receivable management and inventory management

#### **UNIT IV: - MARGINAL COSTING**

(As a tool of decision making) Fixed and variable cost, contribution, Break even analysis, Profit Volume Ratio, Limiting factor, Marginal costing and important management decision.

#### **UNIT V: - LONG TERM INVESTMENT DECISIONS**

Capital budgeting-Meaning-Importance-Evaluation technique and methods-Pay back-Discounted, Cash flow-Net present value Internal rate of return. Relationship between risk and returns.

#### **UNIT VI: - COST OF CAPITAL**

Meaning-Definition and assumptions-Explicit and implicit cost, Measurement of specific cost, cost debt.

Preference shares-Equity shares, Retained Earnings-Weighted average cost of capital.

#### **UNIT VII: - BUDGET AND BUDGETORY CONTROL**

Meaning : Definition and scope of budget and budgetary control.

Types of budgets-Financial budget , Master budget, Flexible budget-Capital budget.

## **UNIT VIII: - MANAGEMENT INFORMATION SYSTEM AND ITS RELATIONSHIP WITH ACCOUNTING**

Objects of reporting-Reporting needs of different management level, Types of reporting-General principles of reporting-Modes of reporting ;Reports to the various levels of Management, Computerized Methods-MIS-Email, net base data, website, use of Computers in Management Accounting.

### **List of Books Recommended for Study**

1. R. N. Anthony / G. A. Walsh : Management Accounting
2. M. Y. Khan. K. P. Jain : Management Accounting
3. I. M. Pandey : Management Accounting
4. J. Betty : Management Accounting
5. Sr. K. Paul : Management Accounting
6. Dr. Jawharlal : Management Accounting
7. Manmohan Goyal : Management Accounting
8. S. N. Maheshwari : Principles of Management Accounting
9. Ravi M. Kishore : Financial Management (Taxmann, New Delhi)
10. R. K. Sharma and Shashi K. Gupta : Management Accounting
11. Richard M. Lynech and Robert Williamson : Accounting for Management Planning and control
12. Dr. Mahesh Kulkarni : Management Accounting Career Publications, Nasik
13. Prof. Subhash Jagtap : Management Accountancy.

## **Compulsory Paper- II**

### **PRINCIPLES OF MANAGEMENT AND MANAGEMENT INFORMATION SYSTEM (MIS) :**

#### **Objective :**

To Provide understanding of the Tasks, Functions and Skills of Management and latest developments.

#### **UNIT I: - MANAGEMENT**

Nature of Management-Principles of Management-process of management.

Planning, Organizing, Leading, Motivating and Controlling

Decision-making concepts, Types of decision, Steps in decision-making, Administrative problems in decision making-

Management by treatment of Mathematical and non-Mathematical techniques-Linear Programmes, Queuing theory, Game theory, Critical Path Method (CPM),

Decision Tree Analysis-

Pioneers of Management thought-F.W. Taylor and his scientific management, Henry Fayol and his Administrative Management, Michael Porter, Tom Peters,

Elton Mayo and his Hawthorne experiments; Chester Barnard and his Social system theory, Peter Drucker and his thoughts.

Management system and Processes-Scientific Management-Creativity in Management-Traditional and Professional management in India.

#### **UNIT II: - ORGANIZING**

Classical, Neo-classical and Modern theories of Organization structure-

Process of Creating Organization Structure- Departmentation; span of control; Delegation of Authority-Levels of Management, Centralization and Decentralization- Formal and Informal Organization structure-Types of Organisation, Management of Conflict-Group Dynamics-

Recent Changes in the organization structure.

#### **UNIT III: - DIRECTION, MOTIVATION AND COMMUNICATION**

Principles of Direction-Theories of Motivation

(a) Maslow's Need Hierarchy (b) Herzberg's Hygiene Theory

(c) McGregors Theory X and Y (d) McCliand's Achievement Theory and Morale building, Interpersonal and group behaviour-Transactional Analysis-Communication Network, Barriers in Communication-Effective Communication.

#### **UNIT IV: - LEADERSHIP AND CONTROL**

Theories of Leadership-Leadership style-Linkert's system of Management Leadership-Management Grid, Fieldler's model of Leadership, Leadership styles in Indian Organization, Japanese and American Management Techciques-Concept of Managerial Control-

Basic Control Process-Area of control-Advance control techniques-Operation Research.

Programme Evaluation and Review Technique (PERT), Management Audit, Social Audit.

### **UNIT V: - MANAGEMENT INFORMATION SYSTEM (MIS)**

Introduction : Basic components of a Management Information System [MIS] and Management Science-Features and Importance of Management, Conceptual Analysis of Information System. Levels of Management and MIS.

Role and Effect of Computer on Management Information System.

### **UNIT VI: - MANAGEMENT OF PERFORMANCE APPRAISAL**

Meaning-Purpose-Essentials-Modern Techniques- Management by Objectives (MBO), Performance Appraisal in Indian Industries-Requisites of an effective performance appraisal programme-360 degree appraisal and benchmarking.

### **UNIT VII: - MANAGEMENT PRACTICES IN INDIA**

Management Structures-Management for Tomorrow-Indian Management style for creative action-Recent Trends in Management :

Social Responsibility of Management (b)Management of Change,  
(c) Management of Crisis (d) Total Quality Management  
(e) New Corporate Governance.

### **UNIT VIII: - CASES IN MANAGEMENT**

Case study-Application

Student role in case analysis-Steps for case analysis-practical cases on all above topics.

### **List of Books Recommended for study**

1. Herald Koontz and O'Donnel : Principles of Management, McGraw Hill.
2. George Terry : Principles of Management, Illinois.
3. Peter F. Drucker : The Practice of Management
4. L. Prasad and S. S. Gulshan : Management Principles and Practice, S Chand, Delhi.
5. Dr. P. C. Pardeshi : Business Management, Nirali Prakashan, Edn.2001
6. N. G. Kale, Latif and Ahmed : Management and Human Resource Development, Mumbai University Manisha Prakashan, Mumbai
7. Dr. P. C. Pardeshi : Management and Human Resource Development (Mumbai University) Edn. 1999, Sheth Publications Pvt. Ltd., Mumbai
8. Dr. Ruston S. Davar : Management Process
9. Dr. P. C. Pardeshi : Case studies in Management, Edn.2000, Nirali Prakashan, Pune
10. Dr. P. N. Reddy, Dr. P. C. Tripathi and H. R. Appannaiah : Essentials of Management, Himalaya Publishing, Home, Mumbai, Edn., 1999
11. Dr. P. C. Shejwalkar : Cases in Management, Everest, Mumbai.

### **JOURNALS**

1. Business Today.
2. Business India.
3. Business World.
4. Indian Management : Journal of All India Management Association.
5. Productivity : Quarterly Journal of National Productivity Council.

## **M. COM Part II**

### **Compulsory Paper- I**

#### **BUSINESS FINANCE**

##### **Objective :**

To provide understanding of nature, structure, and issues in Business Finance, Capital Market and Financial Services in India (Important Note : All Policies and regulations mentioned in this syllabus pertain to 1991 and onwards).

##### **UNIT I - BUSINESS FINANCE**

Estimating the short, Medium and long term Financial requirements. Financial Plan: Characteristics, factors to be considered while preparing, Limitations.

##### **UNIT II - SOURCES OF FINANCE**

Private Sector : Shares-Variety types-Debentures-Types Fixed Deposits, Ploughing back of Profits, Loans and Advances, Cost of Capital Debt Equity Ratio, Financial Problems of SSI Unit in India.

Public Sector : Share Capital-Bonds-Ploughing back of Profits Privatization of Public Sector, Private Participation in Equity.

Co-operative Sector : Govt. Participation in Capital-Share; Capital Limitations in Raising Equity Capital and Borrowings.

##### **UNIT III - FOREIGN SOURCES**

1. Foreign Direct Investment-Meaning, Need, Govt. Regulations
2. Foreign Institutional Investment in India Capital Market- Meaning, Need, Limitations, Govt. Regulations-OCB (Overseas Corporate Bodies).
3. NRI Equity Participation, Govt. Policy Incentives.
4. Globalization of capital market-Meaning difficulties-ECBs (External Commercial Borrowings), Euro-issues. GDRs/ADRs.

##### **UNIT IV - CAPITAL MARKET**

- \* Primary and Secondary Capital Market Players.
- \* Securities and Exchange Board of India (SEBI)-Need Functioning, Critical Evaluation.
- \* Stock Exchanges-Membership, Organization, Governing Body Functions and Services
- \* Trading Mechanism- Listing of Shares and other Instruments (Debentures, Govt. Securities, Derivatives).
- \* OTCEI and National Stock Exchange-Need ,objectives.Trading and Settlement System.
- \* Construction and Types of Stock Market, BSE Sensex-Nifty
- \* CRISIL-500 (Standard and Poor).
- \* Scrip less Trading (Dematerialization and Rematerialization) : Meaning, Need and Advantages
- \* E-Broking : Meaning and Operations
- \* Depository : Meaning, Functions, Benefits, Depository System in India and its Marking.

##### **UNIT V**

- \* Share Ownership in India
- \* Individual and Institutional

- \* Portfolio Management-Meaning, Functioning and Advantages
- \* Mutual Funds-Types (Open & Closed Ended Funds, Income Funds, Balanced Fund, Growth Fund, Index Fund, Regular Income Schemes).

### **UNIT VI - FINANCIAL SERVICES RELATING TO RAISING OF CAPITAL**

- (a) Merchant Banking : Meaning, Services rendered, Management of Capital Issues, Categories.
- (b) Credit rating-Meaning, Need and Methodology
- (c) Loan Syndication
- (d) Project Appraisal.

#### **List of Books Recommended for Study:**

1. P. V. Kulkarni : Business Finance, Himalaya Publishing House
2. K. R. Javeri : Capital Issues-Law Methodology, M. N. Tripathi Pvt. Ltd.
3. L. M. Bholey : Financial Methods and Institutions, McGraw Hill, Delhi
4. K. Bhalla : Invest Management, S. Chand, New Delhi
5. J. M. Pandey : Financial Management, Vikas Publishing House.
6. S. C. Kucchal : Corporation Finance, Chaitanya Publishing House, Allahabad.
7. F. W. Parish : Business Finance.
8. Dr. M. A. Kohak : Services in India, Digvijay Prakashan, 1070, Shivajinagar, Pimpalgaon-Baswant. Dist. Nasik
9. Dr. M. A. Kohak : Readings in Indian Financial Services, Pimpalgaon-Baswant (Nasik)
10. Financial Management : Prasanna Chandra, Tata McGraw Hill
11. Financial Services in India : M. Y. Khan.

#### **Journal :**

- (a) Journal of Institute of Chartered Financial Analysis of India, Madras
- (b) Finance India : Indian Institute of Finance, Delhi.

### **Compulsory Paper- II**

#### **RESEARCH METHODOLOGY**

##### **Objective :**

To introduce students to basic concepts of research methodology in order that they are able to understand, develop and apply the fundamental skills of formulating research problems reviewing research literature, selecting an appropriate research methodology.

#### **UNIT I I- INTRODUCTION TO RESEARCH METHODOLOGY**

Meaning, Scope and importance of research Type of research (e.g. Descriptive, Historical, Experimental and Applied)

#### **UNIT I II - IDENTIFICATION RESEARCH PROBLEM**

Formulation of Hypothesis Importance of Hypothesis in research

#### **UNIT I - RESEARCH DESIGN**

Meaning, Need and Features of Good Research Design.

#### **UNIT IV - SURVEYS**

Meaning - Types - Enumeration - Sample Survey

Types of Sampling (Simple random Sampling, Stratified Random Sampling, Cluster Sampling, Area Sampling)

Tools of Data Collection

Primary Data - Questionnaire, Interview, Schedules, Internet

Secondary Data - Sources - Census, National Sample Survey, Annual Survey of Industries, National Account Statistics, Ministry Reports Centre for monitoring Indian Economy, RBI Publications, Industry Association reports etc.

#### **UNIT V - ANALYSIS OF DATA**

Processing of Data, classification, editing, coding, tabulation of data, Diagrammatic representation.

#### **UNIT VI - Report Writing :**

Importance of Report Writing - Types of Reports

Steps in writing Research Report - Essential Qualities of report.

#### ***Books Recommended***

1. "Research Methodology"— Kothari, Wishwa Prakashan.
2. "Research Methodology in Behavioural Sciences"-Nachmias and Nachmias.
3. "Foundations of Behavioural Research" — Kerlinger, Holt Rhinehart and Winston.

### **SPECIALIZATIONS**

#### **( A ) ADVANCED MARKETING**

#### **PAPER I :- MARKETING TECHNIQUES**

##### **Objectives:**

To study and critically analyze the basic concepts & techniques in Marketing

##### **UNIT I: – INTRODUCTION**

Evolution of Marketing – Components of Marketing, Functions of Marketing, Significance of Marketing, Relevance of Marketing in developing economy.

Marketing organization and Environment – Meaning, Scope, importance and different forms of organization, Marketing Environment – Meaning , factors, Internal and external Marketing organization

##### **UNIT II: - MARKETING MIX & PRICE MIX**

Definition, meaning elements and importance of marketing mix.

**Product mix** – Product Planning and development product testing. Product Life Cycle – Managing the product in product life cycle.

Branding and Packaging – Meaning, Need, objectives and factors influencing pricing decision, pricing method

##### **UNIT III :- PROMOTION MIX & PHYSICAL DISTRIBUTION**

Elements of promotion mix, Sales promotion system. Recent trends in promotion strategy, marketing communication

**Physical Distribution** – Definition, Characteristics, Intermediate - Types of Channel – factors considered in Channel decision, Direct selling, shopping malls etc.  
New Product Decision Process - Types of new products - Test Marketing of a new product.

#### **UNIT IV: - SALESMANSHIP & ADVERTISING**

Meaning, elements, importance of sales organization. Sales forecasting and budgeting – Qualities of good salesman. Role of sales manager.

Advertising – Setting the advertising objectives – Role of advertising, advertising media – advertising budget – evaluating advertising effectiveness – profile of advertising agencies in India.

Recent trends in modern advertising - Evaluating marketing communication programs - Message evaluation, reorganization test etc.

#### **UNIT V :- MARKET SEGMENTATION**

Meaning, definition, different ways to segmentation – essentials of effective market segmentation, comparison between differential marketing and concentrated marketing. Tele Marketing, e-Marketing, Service Marketing, Rural Marketing – features, importance, difficulties of rural markets.

Market Evaluation and Controls - Types, process, obstacles to marketing control - Marketing Audit

#### **UNIT VI: - MARKETING INFORMATION SYSTEM AND MARKETING RESEARCH**

Concept and components of a Marketing Information System –

Marketing Research – Meaning and Scope – marketing research procedure – types and techniques of Marketing Research

Management use of Marketing Research - Social responsibility of marketing organizations.

#### **Books Recommended**

1. Philips Kotlers – Marketing Management
2. Marketing Management Cravens – Hills – Woodruff
3. Marketing – A Managerial Introduction – Gandhi
4. Marketing Information System – Davis – Olsan
5. Consumer Behavior – Schiffman – Kanuk
6. Principles and Practice of Marketing – John Frair

### **PAPER II - CONSUMER BEHAVIOUR**

**Objectives:** To impart knowledge regarding marketing management, techniques, process and develop understanding of the marketing functions, techniques and strategies

#### **UNIT I: - INTRODUCTION**

Definition – Consumer Behaviour & Marketing, Stages in Marketing, Application of Consumer Behaviour Science, Changing Role of Product, Marketer and Consumer, Customer Behaviour – Family – Woman, Rural Consumer, Special Area Consumer

#### **UNIT II: - CONSUMER PERCEPTION**

Meaning, Concept and importance of Consumer Perception, Formation of Perception – Perception Process, Consumer Perceptions in Services Sector, Perception & Brand.

Consumer Perception of Risks.

### **UNIT III: - CONSUMER LEARNING AND ATTITUDE**

Learning Theories – Stimulus Response Theory, Generalization, Cognitive Learning Theory, and Branding.

Attitude – Definition and Importance, Formation of Attitude, Attitude Motivate,

Role of Influences- Influences of Family, Influence of Groups & Peers, Influence of Media.

Attitude Behavior Relationship

### **UNIT IV: - CONSUMER RESEARCH**

Process of Research, Defining Area & Objectives Collection & Evaluation of Secondary Data, Designing Appropriate Primary Research. Analyzing and Testing of Data and Formulating Conclusion.

### **UNIT V :- MOTIATION**

Concept of Motivation – Motivation Process, Positive & Negative Motivation – Integrity of Motivation –Hierarchy of Needs – Emerging Concept of Involvement

### **UNIT VI: - CONSUMER PROTECTION & BUSINESS ETHICS**

Consumer Protection – Role of Government – Consumer Protection Legislation in India – Role of Media – Ethics in Business and its relevance to the study of Consumer Behaviour – Can Ethics be taught Ethics in operations

#### **List of Books Recommended for study:**

1. Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
2. Consumer Behaviour–Concepts Applications & Cases – M S Raju & Dominique Xardel
3. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
4. Consumer Behavior In Indian Perspective – Suja Nair – Himalaya Publishers
5. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson,
6. Cross cultural marketing – Robert Rugimbana and Sonny Nwankwo
7. Customer Relationship Management – Peeru Ahamed & Sagadevan– Vikas Publishing
8. Consumer Behaviour- Walker
9. Consumer behaviour- Louden, Delebeta
10. Consumer Behavior - J.Paul Peter

## **PAPER III**

### **CUSTOMER RELATIONSHIP MANAGEMENT AND RETAILING**

#### **Objectives:**

1. To impart knowledge regarding customer relationship management, & retailing techniques, process.
2. To develop understanding of the CRM & retailing functions techniques and strategies

### **UNIT I - INTRODUCTION**

Conceptual foundation of Relationship Management, Evolution of relationship management-significance in Indian context

## **UNIT II - RELATIONSHIP MARKETING**

Relationship marketing of Services Vs. Relationship marketing in Consumer markets - Buyers sellers relationships - Relationship marketing in Mass markets, relationship marketing and marketing strategy

## **UNIT III - INFORMATION TECHNOLOGY & CRM**

Role of Information Technology in building, maintaining and enhancing profitability design and analysis – Digital Marketing – Dynamics of Website – Behavior of a Consumer in the digital world – Internet Marketing & Logistics

## **UNIT IV - RETAILING**

Retailing – Definition – Significance and Importance – Indian Vs. Global scenario – Types of Retailing – Store Retailing – Non-store Retailing – Types of retailers.

Retail location – Factors affecting retail location decision – Site selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies.

## **UNIT V - STORES DESIGN**

Store design – Store layout – Types of layouts – Factors affecting store layout – Retailing image mix –Store Façade - Store administration – Floor space management - Space mix – Managing store inventories and displays.

Customer service – CRM in retailing- Cashiering process – Managing in-store promotions and events.

## **UNIT VI - RETAIL SUPPLY CHAIN MANAGEMENT**

Retail supply chain management – Definition – Integrated supply chain planning – Vendor Development – Quick Response - Inventory Planning – Floor Ready Merchandise – Electronic data exchanges and bar coding – Managing reverse logistics

### **Books Recommended**

- 1) Strategic Marketing Management - David Aaker
- 2) Customer Relationship Management – Jaddish Seth, Parvaityar, Shainesh
- 3) Handbook of Relationship Marketing – Jagdish Sheth, Atual Parvatiyar
- 4) Leading Through Relationship Marketing – Richard Batterley
- 5) Relationship Marketing – S. Shajahan
- 6) Customer Relationship Management – Jagdish Seth., Atul Parvatiyar, G. Shainesh
- 7) Retail Management – Gibson Vedamani
- 8) Channel Management & Retail Marketing – Meenal Dhotre
- 9) Retail Marketing Management – David Gilbert
- 10) Retailing Management – Swapna Pradhan
- 11) Retail Management – Ron Hasty & James Reardon
- 12) Retail Marketing Management – Swapna Pradhan

## **PAPER IV :SERVICES MARKETING**

### **Objectives:**

1. To impart knowledge regarding services marketing, process.
2. To develop understanding of the services marketing functions techniques and strategies.

## **UNIT I - INTRODUCTION**

Services –Nature of Services, Characteristics of Services - Intangibility, Inconsistency, Inseparability and Inventory, Classification of Services, Goods – services continuum – Search, experience, Consumer versus Industrial services, Growth in services sector - Global & Indian Scenarios, Importance of Services Marketing.

## **UNIT II - SERVICES MARKETING MIX ( PART A )**

Extended Services Marketing Mix: Going Beyond the 4 Ps - Introduction to the 7 Ps marketing mix – Product –Service product – Stand alone service products and service products bundled along with tangible products – Service Life Cycle –Service Quality Models– PZB Gaps model - SERVQUAL & SERVPERF.

Price – Factors involved in pricing a service product – demand variation and capacity constraints –measures to respond to changes in demand – strategies to manage perishability - reshaping demand using effective pricing - pricing under various conditions.

Place - Distribution Strategies for Services – Challenges in Distribution of Services – Role of internet.

Promotion – Promotion objective and plans for services – Personal Selling – Advertising and Sales Promotion in Service Industry - Increasing use of below the line promotions.

## **UNIT III - SERVICES MARKETING MIX ( PART B )**

People – The key role of people in a service business – Services marketing triangle – Service profit chain - service encounter – training and development of employees – motivation and empowerment. Physical evidence – nature of physical evidence - importance of physical evidence in understanding services – tangibilising through physical evidence.

Process – Strategies for managing inconsistency - Service blueprinting – employees role in services – customers role in services– Customer Service in Service Marketing – Monitoring and Measuring customer satisfaction – order taking and fulfillment - managing the waiting process - Defects, failures and Recovery - Service Guarantee - Handling complaints effectively.

## **UNIT IV -SERVICES MARKETING STRATEGY**

Services Marketing Strategy - Services Market Segmentation – Problem areas of segmentation - Targeting - Positioning and Differentiation of Services – Positioning the intangibles – Perceptual maps.

## **UNIT V - ROLE AND MANAGEMENT OF SERVICES**

Strategic role of services – every business in a service business - contribution of services to customer satisfaction, sustainable competitive advantage, services as key differentiators for even manufacturing industries. Managing the services marketing effort – performance measurement – enhancement and control – customer encounter management.

## **UNIT VI - INFORMATION TECHNOLOGY AND SERVICES MARKETING APPLICATIONS**

Role of IT services, e-services – online Consumer Behavior – Self service technologies – Services marketing applications – Financial services, Hospitality services, Education services, IT services, Hotel services, Event management services, Consultancy services, Retailing services, Telecommunication services, Not-for-profit services and Social services, Government services, NGO services, etc.

**List of Books Recommended for study:**

- 1) Services Marketing - Zeithaml & Bitner
- 2) Services Marketing: Integrating Customer Focus Across the Firm-Valarie A. Zeithaml
- 3) Services Marketing - Christopher Lovelock
- 4) Service Marketing - Rampal & Gupta
- 5) Essence of Services Marketing - Ardian Payne
- 6) Services Marketing - S.M.Jha
- 7) Services Marketing - Helen Woodruffe

**(B) BUSINESS ENVIRONMENT**

**PAPER I – MODERN BUSINESS PRACTICES**

**UNIT I-** Chamber of Commerce and Trade Associations Organizations, objectives and functions-Maharashtra chamber of commerce, Industries and Agricultural and their local branches, Mahratta Chamber of Commerce, Commerce Industries & Agriculture, Indian Merchants Chamber

**UNIT II -** Federation of Indian Chamber of Commerce ad Industries (FICCI)  
Association of Chamber of Commerce Confederation of Indian Industries (CII)

**UNIT III-** Public Enterprises and Public Utilities, Objectives, functions and Organization of public Enterprises and Public Utility  
Management practices of Public enterprises in India – Efficiency – Autonomy and control of public Enterprises  
Recent practices and policies in public Enterprises and Public Utilities.

**UNIT IV -** Agricultural Business Practices: Characteristics of Agriculture Business –Nature of Indian Agriculture – Government policies related to agricultural business- Problems and prospects of Agricultural Business –Agricultural Taxation policy.

**UNIT V -** Agricultural products and Farms Services Nature and disposal of Agricultural by-products-Farm waste- cost of recycling of farm waste.

**UNIT VII -** Allied agricultural business - Dairy Poultry – Bio – Manures, etc  
WTO and its impact on agri-business practices.

**List of Recommended Books for study:-**

- 1.Principles of Business Orgnisation Acharya Govekar A.R. Sheth and Co
- 2.Principles of Practice of Marketing Mamoria, Joshi Kitab Mahal
- 3.Regulated Markets W. R. Natu
- 4.Marketing Co-Operative Way G.S. Kamat Maharastra state  
Co-op Union
- 5.Future Trading and Control Ram Desai
- 6.Bombay Money Market H.T.Y.B.A Parekh
- 7.Commodity Marketing and P.L. Gadgil Shubhada Sarswat,  
Distributive Trade Pune

## **PAPER II - BUSINESS ENVIRONMENT**

**UNIT I** - Business Environment-Meaning of Business Environment and its importance, nature and scope, Levels of Environment -Macro environment and International Business Environment.

**UNIT II** - Environment-Various approaches-Various aspects-Natural, Social, Economical, Political, Technological, Legal and Cultural.  
Business Environment in India-before Independence and after Independence-Globalization and its impact on business environment in 21st Century.

**UNIT III** - The Economy-Its analysis and functioning of economic systems, Market Economy System, Profile of Indian economy-its growth and economic reforms.

**UNIT IV** - Business Environment and Problems of Pollution, Types of pollution - Water, Air and Noise, Sources and effects, various measures for controlling the pollution.

**UNIT V** - Indian Industrial Environment-Growth of industries in public and private sectors in India-Small and Cottage industries-mergers and acquisitions. Foreign investment-Foreign Technology and MNCs.

**UNIT VI** - Financial Environment of Business-Indian money market, Growth of capital market in India. Banking and Financial Institutions. Role of Public, Private and Co-operative Banks-Role of Foreign banks and non-banking institutions.

**UNIT VII** - Environmental Analysis-Meaning and Importance, Techniques of analysis  
(i) Verbal and written Information  
(ii) Search and Scanning  
(iii) Spying  
(iv) Forecasting  
Limitations of these techniques  
Competition analysis-Rivalry among existing firms, threat of new entrants-treat of substitutes Bargaining power of suppliers and buyers.

**UNIT VII** - Global environment-natural, social, cultural, demographic, and technological environment and its impact on world trade.

### **List of Recommended Books for study:**

1. Francis Cherunilan : Global Economy and Business Environment Text & Cases (Edn. 2001) HPH.
2. Challaghan, Ellison, Watkin : The Business Environment-Edward Arnold.
3. S.K. Misra, Puri : Economic Environment of Business, Himalaya.
4. FICCI : Indian Business through ages, Oxford University Press.
5. Brigitte Berger: The Culture of Entrepreneurship, Tata-McGraw Hill.

### **Journals/Periodicals**

- (1) Arth Vijnyan
- (2) The Economics Times
- (3) Economic and Political Weekly.

## **PAPER III - ENTREPRENEURSHIP DEVELOPMENT**

**UNIT I** - Entrepreneurship-Meaning and Features, Personal qualities-Studies of Personal and social traits – Assessing potential entrepreneurship tools and techniques used- Behavioural tests.

**UNIT II** - Entrepreneurship Development Training-Objectives and importance. Training models, training components, Information input and training methodology.

**UNIT III** - Development of achievement motivation-sources of development of achievement, Achievement motivation as related to entrepreneurship Problems-beliefs and attitudes-limitations. Need and importance of trainer-motivator skills and qualifications required. Training the trainer. Motivator, development inputs for trainer, motivator post training support. Entrepreneurship development efforts in India. Issues and cases.

**UNIT IV** - Business Opportunity Guidance - Importance and relevance of business opportunity-process of identifying and assessing business opportunity-business opportunity and needs of potential entrepreneur selection of business opportunity. New trends in service sector and scope for entrepreneurship in the service sector.

**UNIT V** - Problems in entrepreneurship development : (a) Dot Com entrepreneurship or Entrepreneurship (b) Role of Government in entrepreneurship development (c) R & D Science and technology and entrepreneurship development (d) Specialized institution involved in entrepreneurship development (e) Business incubation and venture capitalists.

**UNIT VI** - Changes in the concept of entrepreneurship - Entrepreneurship within organization- As the entrepreneurship Corporate strategy and entrepreneurship

**UNIT VII** - Business idea search-Project identification-Project design-Network Analysis-Business Model PERT, Critical Path Method-Creative and Innovation meaning and Importance and role in developing a new business.

**UNIT VIII** - Issues in Project Management-Project direction, Coordination and Control. Project cost evaluation and cost control. Interface with industrial sickness. Project monitoring and MIS.

### **List of Recommended Books for study:**

1. S.S. Nadkarni : Development New Entrepreneurs, EDII, Ahmedabad.
2. N. P. Sing : Entrepreneur V. S. Entrepreneurship Asian Society for ED.
3. Desai Vasant : Dynamics of Entrepreneurial Development and Management. HPH.
4. Khairka S. S. : Entrepreneurial Development, S. Chand and Co., New Delhi.
5. Moharana Drant Desai : Entrepreneurial Development, RBSA Publishers, Jaipur.
6. Paul Jose, Kumar N., Paul T. M. – Entrepreneurship Development, HPH, New Delhi.
7. Saini J. S., Rathore B. S. : Entrepreneurship Theory and Practice.

### **Journals, Periodicals and Newspapers :**

1. Journal of Enterprising Culture
2. The Entrepreneur
3. The Financial Express
4. India Today
5. Business India.

## **PAPER IV- ORGANISED TRADE AND MARKETS**

### **UNIT I - Introduction**

Nature and scope of Business in the modern context- Objectives of Business-Study of various policies- Product buying ,selling price and Credit policies.

### **UNIT II - Service Sector**

Role ,importance and development of Service Sector in India-Business Practices with reference to E-Commerce.

### **UNIT III - State in Trade**

Concept of State Trading –Arguments for and against State Trading-Role of State Trading Corporation(STC) and Food Corporation of India (FCI) -State and privatisation of trading activities.

### **UNIT IV - Organised and Regulated Markets**

Meaning and importance- Features of Organised Commodity Markets and Regulated Markets Produce Exchanges –Meaning,Organisation and Management,Objectives and Services offered- Produce Exchanges in India-Forward Markets-Meaning and importance.

### **UNIT V - Co-operative Marketing**

Co-operative Marketing-objectives-Need-features-structure-Functions-Advantages-and Working.

### **UNIT VI - Security Markets**

Meaning-functions-structure-constitution and management –Listing of securities-Price fluctuations-Regulations and control-Role of Securities Exchange Board of India (SEBI)-its guidelines-Stock Exchanges in India.

### **Recommended Books:-**

1. Principles of Business Acharya,Govekar A.R.Sheth & Co. Organisation
2. Principles and Practice of Mamoria ,Joshi Kitab Mahal Marketing
3. Regulated Markets W.R.Natu
4. Marketing CO-operative Way G.S.Kamat Maharashtra State Co-opUnion
5. Future Trading and Control Ram Desai
6. Bombay Money Market H. parekh
7. Commodity Marketing and P.L.Gadgil Shubhada Saraswat Distributive Trade pune

## **(C ) ADVANCED BANKING AND FINANCE**

### **Objectives :**

- To acquaint the students with legal framework in which the Indian banking is working today.
- To make the students aware about the latest developments in the field of banking law.
- To enable the students to understand modern banking practices.
- To enable the students to establish a link between the legal provisions and the practical aspects of banking.

## **PAPER I – BANKING LAWS**

### **UNIT I – BANKING REGULATION ACT , 1949**

Provisions relating to: Definition (Sec -5) Functions of banking companies (Sec -6) Restrictions on business of banking companies (Sec -8, 19 and 20) Powers of the RBI (Sec -21, 35 and 36 to 36 AD) Winding up of a banking company (Part III and III-A of the Act) Applicability of the act to cooperative banks (Sec- 56).

### **UNIT II – THE NEGOTIABLE INSTRUMENT ACT, 1881**

Provisions relating to: Definition of negotiable Instrument (Sec- 13), Promissory note (Sec -4), Bill of exchange (Sec -5), and Cheque (Sec -6), Comparative Study of Negotiable Instruments Parties to negotiable instrument (Section -7), Holder (Sec -8), Holder in due course (Sec -9), Payment in due course (Sec -10), Negotiation (Sec -14), Endorsement (Sec -15), Dishonour of Negotiable Instruments (Sec -91-92), Noting and Protest (Sec -99-104-A), Penalties in case of dishonour of certain cheques for insufficiency of funds in the account (sections 138 to 147).

### **UNIT III – THE RESERVE BANK OF INDIA ACT, 1934**

Provisions relating to: Incorporation, Capital management and Business (Sec 3 to 19) Central Banking functions ((Sec -20 to 45): Regulatory and Supervisory Collection and furnishing of credit information (45 A to 45 G) Penalties (Sec 58 B to 58 -G), Changing role of the RBI.

### **UNIT IV : THE FOREIGN EXCHANGE MANAGEMENT ACT, 1999**

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

### **UNIT V : SECURITIZATION AND RECONSTRUCTION OF FINANCIAL ASSETS AND ENFORCEMENT OF SECURITY INTEREST ACT, 2002 – Part I**

Provisions relating to: Preliminary (Section 1 and 2) Regulation of securitisation and reconstruction of financial assets and financial institutions (Section 3 to 12 A)

### **UNIT V : SECURITIZATION AND RECONSTRUCTION OF FINANCIAL ASSETS AND ENFORCEMENT OF SECURITY INTEREST ACT, 2002 – Part II**

Enforcement of security interest (Section 13 to 19) Central registry (Section 20 to 26) Offences and penalties (Section 27 to 30) Miscellaneous (Section 31 to 41) Relevant amendments between 2004 and 2008.

#### **List of Books and Journals :**

1. Tannan's 'Banking', Law and Practice in India Banking
2. P.N. Varshney, Banking : Law and Practice
3. Justin Paul and Padmalatha Suresh : Management of Banking and Financial Services
4. All relevant and recent Bare Acts
5. Indian Institute of Bankers : Laws and Practices relating to banking
6. All journals published by Indian Institute of Banking and Finance

## **PAPER II : CENTRAL BANKING**

### **UNIT I - EVOLUTION OF CENTRAL BANKING**

Origin and evolution of central banking. Need and rationale of central bank. Evolution of Reserve Bank of India (R.B.I.)

### **UNIT II - THE RESERVE BANK OF INDIA AS CURRENCY AUTHORITY**

The Reserve Bank as currency authority : issue of currency notes, Asset backing for note- issue Distribution of currency, Currency chests, Recent developments in currency management.

### **UNIT III – THE RESERVE BANK AS BANKER TO GOVERNMENT**

1. Maintenance of Government accounts.
2. Banker to the Central Government and the State Governments
3. Management of public debt

### **UNIT IV - RESERVE BANK AND COMMERCIAL BANKS -PART I**

Regulation and supervision over commercial Banks :

1. Licensing of banks
2. Opening of new banks
3. Branch Licensing
4. Foreign banks
5. Cash reserves and liquid assets
6. Prudential norms, capital and reserves
7. Control over methods of operation

### **UNIT V– RESERVE BANK AND COMMERCIAL BANKS -PART II**

Para Banking activities:

1. Control over management
2. Annual accounts and audit
3. Subsidiaries of commercial banks
4. Credit Information Bureau
5. Insurance
6. Inspection of banks : Board for financial Supervision (BFS) and system of inspection.

### **UNIT – 6 NON-BANKING FINANCIAL COMPANIES (NBFCs)**

Regulatory framework for NBFCs :

Measures for supervision over NBFCs.

### **UNIT- 7 RELATIONSHIP OF INTERNATIONAL FINANCIAL INSTITUTIONS WITH CENTRAL BANKING CONSIDERING THE FUNCTIONS OF :**

International Monetary Fund (IMF)

World Bank

Asian Development Bank (ADI)

SAARC

World Trade Organization (WTO)

**List of Recommended books/ Journals for study:**

1. Reserve Bank of India functions and working (latest edn.) R.B.I.
2. Central Banking for emerging market economies, A. Vasudevan
3. Indian economy : Essays on money and finance, Dr. C. Rangarajan.
4. Reserve Bank of India Bulletin
5. Annual Report on Trend and Progress of Banking in India.

**PAPER – III BANKING PRACTICES**

**UNIT I - Banker customer relationship**

Definition of a banker and a customer Banker customer relationship as debtor- creditor, agent-principal and trustee-beneficiary Features of the relationship

**UNIT II - Rights & Duties of Bankers**

Banker's duty of secrecy of customers' accounts: Credit Information Bureau of India  
Limited Right of set off, Garnishee order, Law of limitation, Termination of relationship  
Customer's service : Goiporia Committee Norms.

**UNIT III - Asset - Liability Management**

Definition of assets and liabilities, Asset liability mismatches on the grounds of locations, maturity, return and currency Risks while managing the assets and liabilities : Liquidity risk, Interest rate risk, Premature withdrawal and pre-payment risk, Price Risk, Foreign exchange and sector based risk, Strategies to manage these risks, RBI guidelines for asset and liability management.

**UNIT IV - Asset Management**

Management of loan portfolio with special reference to Non Performing Assets (NPAs) :  
Definition of NPA, Income Recognition and Asset Classification Norms (IRAC Norms)  
Strategic approach in reduction of non performing assets Management of investment  
Portfolio- Regulatory aspects.

**UNIT V - Hi-tech banking and Mergers and Acquisition in banking sector**

Electronic payments, (Internet, Phone and Mobile banking) Electronic Clearing System, Debit, ATM and Credit cards, Electronic Funds Transfer, RTGS (Real Time Gross Settlement), Toll Free Number Facility Meaning of Merger and Acquisition : Recent cases of mergers and acquisition in Banking sector of India - Consolidation of Banks.

**UNIT VI – Foreign exchange management**

Need , players , Instruments in Foreign Exchange Market (foreign travelers; corporate, R.B.I. , international financial institutions) (currency , coins, cheques, T.T., Travelers's cheque, credit cards, D.D.)

Methods of foreign exchange management( buying and selling rates) , domestic terms and international terms – spot and forward quotas

Types of foreign exchanges A/cs : NOSTRO AND VOSTRO A/C, FCNE A/C, N.R.O. N.R.I.

N.R.N.R., N.R.S.P., E.E.F.C.

Convertible and non convertible currencies

**List of Books and Journals :**

1. Tannan's 'Banking', Law and Practice in India Banking
2. P.N. Varshney, Banking : Law and Practice
3. Justin Paul and Padmalatha Suresh : Management of Banking and Financial Services
4. All relevant and recent Bare Acts
5. Indian Institute of Bankers : Laws and Practices relating to banking
6. All journals published by Indian Institute of Banking and Finance

**PAPER – IV MONETARY POLICY****UNIT I - Money supply measures**

Money supply measures of the Reserve Bank of India- Concept of High powered money. Recommendations of the Working Group on 'Money Supply : Analytics and methodology of compilation (Chairman : Dr. Y.V. Reddy), 1998 Money supply and price stability.

**UNIT II - Monetary Management**

Objectives of monetary policy : Price stability, Generation of employment, Exchange rate stability, Balanced growth etc., conflict between objectives.

**UNIT III - Instruments of monetary policy**

Mechanism and effectiveness of following instruments.

- 1) Quantitative instruments - Bank Rate, Open Market Operations and Variable Reserve Ratio
- 2) Qualitative instruments

Margin requirements, Credit rationing, Moral suasion, Direct action, Publicity

**UNIT IV - A review of monetary policy of the Reserve Bank of India in the last five years, recent policy changes announced by the R.B.I.****UNIT V - Development and promotional role of the Reserve Bank of India and its implications - Part I**

- 1) R.B.I. and rural credit : priority sector advance, regional rural banks, development of farm sector and non-farm sector.
- 2) R.B.I. and industrial finance : establishment of institutional, lending policy for commercial banks, coordination between term lending institutions, bridge loans, rehabilitation of sick industrial units.

**UNIT VI – Development and promotional role of the Reserve Bank of India and its implications – Part II**

R.B.I. and export credit: pre-shipment credit, post-shipment credit, measures to promote exports  
Role of the RBI in other promotional activities

**Recommended books/ Journals**

1. Reserve Bank of India functions and working (latest edn.) R.B.I.
2. Monetary Economics for India, Dr. Narendra Jadhav
3. Central Banking for emerging market economies, A. Vasudevan

4. Monetary and financial sector reforms in India : A central banker's perspective,  
Dr. Y.V. Reddy
  5. Indian economy : Essays on money and finance, Dr. C. Rangarajan.
  6. Reserve Bank of India Bulletin
  7. Annual Report on Trend and Progress of Banking in India.
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