



New Product Development (Product Innovation):

Concept, Classification of new products, New Product Development Process, Consumer Adoption Process

17 + 08=25

Break up of Continuous Internal Evaluation:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Text- Books/ Additional Reading:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing , Prentice Hall, New Delhi.
1. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
2. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
3. Me Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D.Irwin, Homewood, Illinois.
4. Ramaswamy.V.S and Namakumari.S: Marketing Management, MacMillan India, New Delhi.
5. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
6. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
7. Still, Richard R, Edward W, Cundiff and Norman A.P. Govoni: Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.



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

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Introduction of Managerial Economics: Definition, Managerial economics and economic theory, managerial economics and decision sciences- types of business decisions- objectives of the firm - Functions, Role and responsibilities of a managerial economist-Economic concepts and principles in managerial decision analysis		18 + 08 =26
Unit-2	Theory of production - The concept of production function- short and long run production function-cobb- Douglas production function-Estimation of production functions- Production function through Iso-quants - iso cost line- Economic Region of production-Expansion path- Managerial uses of production function,		18 + 07 =25
Unit-3	Price Determination and Pricing Practices: Concept, characteristics and price determination under perfect competition Concept, characteristics and price determination under monopoly Concept, characteristics and price determination under imperfect competition, Mark-up Pricing-Meaning of price discrimination and degrees of price Discrimination- Multiple product pricing-transfer Pricing-Sales maximization model of oligopoly firm		17+ 08 =25
Unit-4	Game Theory: Cooperative and Non-cooperative games-Dominant strategy-Nash equilibrium-Comparison between Dominant strategy and Nash equilibrium- Neumann-Morgenstern game theory-equilibrium point- critical appraisal of Maximin strategy- The prisoner's dilemma and oligopoly theory.		17+ 07 =24

Internal Evaluation:

Test:	15 marks
Assignment/Presentation:	10 Marks
Seminar/ Presence of students:	<u>05 marks</u>
TOTAL	30 Marks

Reference / Text- Books/ Additional Reading:

1. Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.



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



M. Com.
SEMESTER – II

COMPULSORY PAPERS:

Paper No. 201: Business Management

Credits: 04

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objectives: This course is to help students understand the framework of business management.

UNIT	DETAILED	MARKS /WEIGHT
Unit-1	Nature of Management & Organizational Change: Concept of Management, Importance of management, Nature of Organizational change, Factors in Organizational change, planned change (process), Human response to change, Role of change agents	18+ 07=25
Unit-2	Social and Ethical Issue in Management: Social responsibility of manager, Arguments for and against social responsibility, Approaches for measuring social performance, Operation of Social responsibility in India, Ethical issues in Management-concepts & Need for ethics in management	18 + 07=25
Unit-3	Conflict and Coordination: Concept, Functional and dysfunctional aspect of conflict, Individual level and Interpersonal Conflict, Conflict Management, Need for coordination, Techniques of effective coordination	17+ 08=25
Unit-4	Communication: Concept, Elements of communication process, Communication symbols- Oral, Written, Nonverbal, Communication network, Barriers in Communication, Steps for making communication effective Management Information System: Concept, Characteristics of information, Information system, MIS services, Implementing an MIS, Organizational impact of information system, Limitations of Information systems	17+ 08=25

Reference / Text- Books/ Additional Reading:

1. L.M. Prasad, Principles and Practice of Management, Sultan Chand & Company
2. Gene Burton & Manab Thakur, Management Today- (Principles and Practice)



M. Com.
SEMESTER – II

COMPULSORY PAPERS:

Paper No. 202: Business Environment

Credits: 04

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objectives: This course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Business and it's Environment: Nature of Business, Scope of Business, Characteristics of Today's Business, Dynamics of modern Business, Goals of Business, critics of business - Concept of Business Environment, Micro and Macro environment - Competitive analysis and strategic management.		18 + 08 =26
Unit-2	Economic Environment - Analysis of major economic indicators – Economic growth rate (agriculture, industry and service sectors), price trends and inflation, savings and investment, Definition and objectives of public sector units- Growth, Role, Performance and problems of public sector units- WTO and critical review of the working of WTO- concept, nature and reasons of FDI		18 + 07 =25
Unit-3	Macro policies and MNC's Planning in India - Review of last five year plans. The recent industrial policy and changes made in it, monetary policy, fiscal policy. exim policy, MNCs-Growth, reasons and critical appraisal of MNCs		17+ 08 =25
Unit-4	Demographic environment and its importance - Analysis of different demographic factors - Falling Births rate and Changes its structure- Demographical transition and demographic dividends, Migration and ethnic aspects. Latest Population policy		17+ 07 =24

Internal Evaluation:

Test: 15 marks
Assignment/Presentation: 10 Marks
Seminar/ Presence of students: 05 marks
TOTAL 30 Marks

Reference / Text- Books/ Additional Reading:



MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY
(With effect from Academic Year 2019-20)

1. Business Environment (Text and cases): By: Francis Cherunilam. Himalaya Publishing House Private Limited. 18th Revised Edition, 2008
2. Essentiale of Business Environment: By. K.Ashwathappa, Himalaya Publishing House Private Limited 10th Edition, 2008..



M. Com.
SEMESTER – III

COMPULSORY PAPERS:

Paper No. 301: Financial Decisions

Credits: 04

Total Marks:	100 Marks
Semester End Examination:	70 Marks
Internal Evaluation:	30 Marks

Objective: The objectives of this course is to facilitate understand of the conceptual framework of financial management and its applications under various environmental constraints.

UNIT	DETAILED	MARKS /WEIGHT
Unit-1	<p>Financial Management: Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions - investment, financing and dividend decisions.</p> <p>Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.</p>	18 + 07=25
Unit-2	<p>Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.</p> <p>Operating and Financial Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.</p>	18 + 07=25
Unit-3	<p>Capital Structure Theories: Traditional and M.M. hypotheses – without taxes and with taxes; Determining capital structure in practice.</p> <p>Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.</p>	17 + 08=25
Unit-4	<p>Management of Working Capital: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital</p>	



and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management. Management of cash, receivables and inventory

17 + 08=25

Internal Evaluation:

Test:	15 marks
Assignment/Presentation:	10 Marks
Seminar/ Presence of students:	05 marks
TOTAL	30 Marks

Reference / Text- Books/ Additional Reading:

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.
3. Chandra, Prasanna: Financial Management, Tala Me Graw Hill, Delhi.
4. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.,
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
6. Van Home, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.
7. Van Home, James C: Financial Management and Policy, Prentice Hall, Delhi.
8. Pinches, George E: Essentials of Financial Management; Harper and Row, New York.
9. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
10. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York.
11. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D. Irwin, Homewood, Illinois.



M.Com.
SEMESTER – III

COMPULSORY PAPERS:

Paper No. 302: (Organisational Behaviour)

Credits: 04

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

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

UNIT	DETAILED	MARKS /WEIGHT
Unit-1	<p>Schools of Management Thought: Scientific, process, human behavior and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.</p> <p>Managerial Functions : Planning- concept, significance, types, organizing concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization, staffing, directing, coordinating, control nature, process and techniques.</p>	18 + 07=25
Unit-2	<p>Organisational Behavior: Organisational behavior concept and significance, relationship between management and organizational behavior, emergence and ethical perspective, attitude, perception, learning, personality, transactional analysis</p> <p>Group Dynamic and Term Development: Group dynamic definition and importance, types of groups, group formation, group development, group composition, group performance factors, principle-centered approach to team development</p>	18 + 07=25
Unit-3	<p>Motivation: Process of motivation, theories of motivation need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory Victor Vroom's expectancy theory, Stacy Adams equity theory.</p> <p>Leadership: Concept, Leadership styles, Theories trait theory, behavioral theory, Fielder's contingency theory, Harsey and Blanchard's situational theory, Managerial grid, Likert's four systems of leadership</p>	17 + 08=25
Unit-4	<p>Organisational Conflict: Dynamic and management, Sources, patterns, levels and types of conflict, Traditional and modern approaches to conflict, Functional and dysfunctional organizational conflict, Resolution of conflict.</p>	



Interpersonal and Organisational Communication:

Concept of two-way communication, Communication process, Barriers to effective communication, Types of organisational communication, Improving communication, Transactional analysis in communication.

Organisational Development:

Concept, Need for change, resistance to change, Theories of planned change, Organisational diagnosis, OD intervention.

17+ 08=25

Internal Evaluation:

Test:	15 marks
Assignment/Presentation:	10 Marks
Seminar/ Presence of students:	05 marks
TOTAL	30 Marks

Reference / Text- Books/ Additional Reading:

1. Griffin, Ricky W: Organisational Behavior, Houghton Mifflin Co., Boston.
2. He'ldreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour:
4. Utilising Human Resources, Prentice Hall, New Delhi
5. Ivancevich; John and Micheol T.Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
6. Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of Management, Tata McGraw-Hill, New Delhi
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, NewYork.]
8. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi
9. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
10. Robbins, Stephen P: Organizational Behavior, Prentice Hall, New Delhi.
11. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, NewYork.
12. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, Now Delhi.
- 13.



M. Com.
SEMESTER – IV

COMPULSORY PAPER

Paper No. 401: Strategic Management

Credits: 04

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

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

UNIT	DETAILED	MARKS /WEIGHT
Unit-1	<p>Concept of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.</p> <p>Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.</p>	18 + 07=25
Unit-2	<p>Strategy Formulation and Choice of Alternatives: Strategies, modernisation, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis, bench marking, service blue printing.</p>	18 + 07=25
Unit-3	<p>Functional Strategies: Marketing, production/ operations and R&D plans and policies. Functional Strategies: Personnel and financial plans and policies.</p>	17 + 08=25
Unit-4	<p>Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation</p> <p>Strategy and Structure: Structural considerations, structures for strategies; Organisational design and change.</p> <p>Strategy Evaluation: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.. Global Issues in Strategic Management</p>	17 + 08=25



Internal Evaluation:

Test:	15 marks
Assignment/Presentation:	10 Marks
Seminar/ Presence of students:	05 marks
TOTAL	30 Marks

Reference / Text- Books/ Additional Reading:

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B.Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.



M.Com.
SEMESTER - IV

COMPULSORY PAPER

Paper No. 402: Research Methodology in Commerce

Credits: 04

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objective: The purpose of this course is to enable students learn the process and techniques of research.

UNIT	DETAILED	MARKS /WEIGHT
Unit-1	Research Methodology: Introduction, Meaning, Importance, Types, Research methods and methodology, Research process Research Problem: Defining the research problems, what as research problem? Selecting the problem, Necessity of Defining the Research Design, Technique involved in detaining a problem.	18+07=25
Unit-2	Research Design: Meaning, Needs, Features, Different research design exploratory, descriptive and experimental design.	18 + 07=25
Unit-3	Measurement and Scaling Techniques: Measurement in research Measurement Scale, Sources of error in measurement, test of Sound measurement, scaling, meaning of scaling, scale classification, Bases, Important Scaling Techniques.	17 + 08=25
Unit-4	Interpretation and Report Writing: Meaning of Interpretation, Why interpretation? Precaution Interpretation, Report Writing, Different Steps in Writing reports; Types of Report, Oral Presentation, Precaution for Writing Research Report.	17 + 08=25

Internal Evaluation:

Test: 15 marks
Assignment/Presentation: 10 Marks
Seminar/ Presence of students: 05 marks
TOTAL 30 Marks

Reference / Text- Books/ Additional Reading:

1. Kothari, C.R.: Research Methodology; Methods and Techniques, Wiley Eastern Limited, New Delhi.
2. Thanulingom N.: Research Methodology; Himalaya Publishing Hours, New Delhi.
3. Michael, V.P.: Research Methodology; Himalaya Publishing Hours, New Delhi.
4. Sadhu A.N. & Singh Amarjit Research Methodology in Social Sciences, Himalaya Publishing Hours, New Delhi.
5. Krishna swami, O.R., Methodology and Research in Social Sciences, Himalaya Publishing Hours, New Delhi.