

Unit-2
Part-2

Veer Narmad South Gujarat University, Surat

M. Com. - 2 Semester – 3 (With effective from 2018-19)

STRATEGIC MANAGEMENT

- Unit-1 Strategy and Strategic Management (25)
 - i. Definition and Characteristics of Strategy
 - ii. Defining Vision, Mission, Goals and Objectives
 - iii. Process of Setting Objectives
 - iv. Definition, Characteristics and Process of Strategic Management

- Unit-2 Environmental Analysis and SWOT Analysis (25)

Concept of Environmental Analysis

 - i. Organisational Appraisal (meaning and process)
 - ii. Components of environmental analysis
 - iii. SWOT Analysis

- Unit-3 Levels and Types of Strategy (25)
 - i. Levels of strategy (functional level, SBU level, corporate level, global level) and examples of strategies of companies
 - ii. Types of strategies (stability, expansion, retrenchment, combination, reengineering, e-engineering)

- Unit-4 Functional Strategies: (25)
 - i. Meaning of Functional Strategies
 - ii. Contents of Financial (Sources of Funds, Usage of Funds & Management of earnings), Marketing (4 Ps), Operating (make or buy, inventory level, quality control, cost cutting) and Personnel Strategies (Recruitment, Development, Appraisal/Promotion, Motivation, Retirement)

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Veer Narmad South Gujarat University, Surat

M. Com. - 2 Semester – 4 (With effective from 2018-19)

STRATEGIC MANAGEMENT

- Unit-5 Corporate Capabilities and Strategy Formulation: (25)
 - i. Corporate capabilities
 - ii. Establishing and sustaining a competitive advantage
 - iii. Value Chain Analysis
 - iv. Meaning of strategy formulation
 - v. Process of strategy formulation
- Unit-6 Strategy Implementation (25)
 - i. Aspects of strategy implementation; concept, approaches and bases of resources allocation
 - ii. Process and problems of strategy implementation
- Unit-7 Strategy Evaluation (25)
 - i. Concept of strategy evaluation
 - ii. Strategic and Operational control (meaning and difference)
 - iii. ✓ Techniques of Strategic Evaluation and Control: {(Strategic Momentum Control – responsibility control centers, key success factors, common strategic approach) and (Strategic Leap Control – issue management, strategic field analysis, systems modeling, scenario)} and
 - iv. ✓ Techniques of Operational evaluation and control: {(Internal Analysis – value chain analysis, quantitative analysis, qualitative analysis), (Comparative Analysis – industrial standards, benchmark) and (Overall Analysis – Balanced Score Card, Key factor analysis)}
- Unit-4 Global Issues in Strategic Management (25)
 - i. Modes of entry in global market (licensing, franchising, FDI, joint ventures, EPC and Trunking Contracts)
 - ii. Concerns related to global issues in strategic management

References:

1. Strategic marketing—making decisions for strategic advantage by Musadiq. A. Sahaf. Prentice hall India

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2. Strategic management and marketing by Narendrasingh. Himalaya publishing house
3. Strategic management – L.M. Prasad-Sultanchand
4. Strategic Management – AzharKazmi-Tata Mc Grew Hill
5. Business Policy and Strategic Management – Subba Rao- Himalaya publications

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Veer Narmad South Gujarat University, Surat
M. Com. - 2 External (With effective from 2018-19)

STRATEGIC MANAGEMENT

- Unit-1 Strategy and Strategic Management (15)
 - i. Definition and Characteristics of Strategy
 - ii. Defining Vision, Mission, Goals and Objectives
 - iii. Process of Setting Objectives
 - iv. Definition, Characteristics and Process of Strategic Management

- Unit-2 Environmental Analysis and SWOT Analysis (15)

Concept of Environmental Analysis

 - i. Organisational Appraisal (meaning and process)
 - ii. Components of environmental analysis
 - iii. SWOT Analysis

- Unit-3 Levels and Types of Strategy (15)
 - i. Levels of strategy (functional level, SBU level, corporate level, global level) and examples of strategies of companies
 - ii. Types of strategies (stability, expansion, retrenchment, combination, reengineering, e-engineering)

- Unit-4 Functional Strategies: (15)
 - i. Meaning of Functional Strategies
 - ii. Contents of Financial (Sources of Funds, Usage of Funds & Management of earnings), Marketing (4 Ps), Operating (make or buy, inventory level, quality control, cost cutting) and Personnel Strategies (Recruitment, Development, Appraisal/Promotion, Motivation, Retirement)

- Unit-5 Corporate Capabilities and Strategy Formulation: (15)
 - i. Corporate capabilities
 - ii. Establishing and sustaining a competitive advantage
 - iii. Value Chain Analysis

- iv. Meaning of strategy formulation
- v. Process of strategy formulation
- Unit-6 Strategy Implementation (15)
 - i. Aspects of strategy implementation; concept, approaches and bases of resources allocation
 - ii. Process and problems of strategy implementation
- Unit-7 Strategy Evaluation (15)
 - i. Concept of strategy evaluation
 - ii. Strategic and Operational control (meaning and difference) iii. Techniques of Strategic {(Strategic Momentum Control – responsibility control centers, key success factors, common strategic approach) and (Strategic Leap Control – issue management, strategic field analysis, systems modeling, scenario)} and Operational evaluation and control {(Internal Analysis – value chain analysis, quantitative analysis, qualitative analysis), (Comparative Analysis – industrial standards, benchmark) and (Overall Analysis – Balanced Score Card, Key factor analysis)}
- Unit-4 Global Issues in Strategic Management (10)
 - i. Modes of entry in global market (licensing, franchising, FDI, joint ventures, EPC and Trunkey Contracts)
 - ii. Concerns related to global issues in strategic management

References:

1. Strategic marketing—making decisions for strategic advantage by Musadiq. A. Sahaf. Prentice hall India
2. Strategic management and marketing by Narendrasingh. Himalaya publishing house
3. Strategic management – L.M. Prasad-Sultanchand
4. Strategic Management – AzharKazmi-Tata Mc Grew Hill
5. Business Policy and Strategic Management – Subba Rao- Himalaya publications

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Veer Narmad South Gujarat University, Surat

M.Com.

Retail management-paper--7

Semester - 3

(In Force From June 2018-19)

- Objectives: 1. To impart to the conceptual knowledge in the area of Retail marketing
2. To acquaint the students with the marketing problems in the area of retail management.

1. **Retail management an Overview:** 25%
- Meaning of retail
 - Role of retail.
 - Retailer as a link between producer and consumer.
 - Retailer as a image creator
 - Challenges faced by Retailers worldwide
 - Size of retail in India.
 - Drivers of retail change in Industry.
2. **Store layout and design** 25%
- Concept
 - Objectives of layout and design.
 - Elements of retail layout
 - Planning and circulations(circulation plans , circulation graphics,)
 - Store fronts and Entrances,
 - Merchandise display.
 - Positioning of merchandise.
 - Layout for E-tailers.
3. **Establishing a pricing strategy:** 25%
- Concept
 - Factors affecting Pricing decisions
 - Price setting
 - Pricing objectives
 - Pricing strategy
 - Bases of pricing
 - Adapting the pricing strategy, Customary pricing, One price policy. Odd pricing, Multiple unit pricing, Price lining. High low pricing, Flexible pricing. Bundle pricing, leader pricing, Bait and switch pricing coupons and rebates. Private label pricing, internet pricing,
 - Reference pricing concept,
 - Benchmarking concept.
 - Impact of reference pricing
 - Reference pricing controversy
 - Implications of reference prices.
4. **Methods of retail Expansion:** 25%
- The concept of (foreign direct investment.
 - The need for foreign direct investment in Indian retail.
 - Methods of retail expansion.
 - The concept of franchising.
 - Evolution of Franchising.
 - Types of franchising.
 - Advantages and disadvantages of Franchising.
 - The International franchising scene .
 - Franchising in India.

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- Legal issues in franchising in India.
- Internationalisation as a mode of Expansion.
- Determining the market of entry.
- Reasons for failure in International Retail.

References:

1. Retailing management(Text and cases). By Swapan Pradhan. (Tata Mc Graw Hill).
2. Retail management by Chetan Bajaj,rajinish Tuli,Nidhi Verma,and Shrivastav .Oxford university Press.
3. Retail management By Michael Levy, Barton A. Weitz, Ajay Pandit. Tata McGraw Hill.
4. Retail management By Michael Levy.
5. Managing Retailing by Piyush Kumar Sinha, Dwarika Prasad Uniyal. Oxford higher Education.

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Veer Narmad South Gujarat University, Surat.
M.Com.

Retail management-paper--11
Semester - 4

(In Force From June 2018-19)

Objectives: 1. To impart to the conceptual knowledge in the area of Retail marketing
4. To acquaint the students with the marketing-problems in the area of retail management.

1. Basics of Retail Merchandising;

25%

- Concept and evolution of merchandising.
- Factors affecting the buying Function.
- Merchandisers role and responsibility.
- Buyer role and Responsibility .
- Functions of buying for different types of organizations.
- Buying for single independent store.
- Buying for chain stores.
- Buying for non chain stores.
- Buying for non - store retailers. catalogs, Direct mail, Homeshopping, Internet

retailing, etc.

- Principles of merchandising.

2. Managing retail Infrastructure:

25%

- The Indian Market Scenario.
- factors to be considered before setting up a mall.
- Future context.
- Store design concept and principles of store design
- Elements of Store design
- Exterior and Interior store design

3. The process of Merchandise planning.

25%

- Concept of Merchandise planning.
- Implications of merchandise planning.
- The process of Merchandise planning.
Stage-1. developing the sales forecast
Stage-2. Determining the merchandise requirement.
Stage-3. Merchandise Control.
Stage- 4. Assortment planning.

- Technology Tools and Merchandise planning.
- Types of Merchandise planning.

4. Methods of merchandise procurement and evaluating merchandise performance: 25%

- Sources of supply
- Merchandise sourcing and procurement
- Contacting and evaluating the sources of supply.
- Negotiating with vendors and placing the purchase order.
- Merchandise allocations
- Evaluating the merchandise performance.
- Gross margin returns on investment.

References:

1. Retailing management(Text and cases). By Swapan Pradhan. (Tata Mc Graw Hill).
2. Retail management by Chetan Bajaj, rajinish Tuli, Nidhi Verma, and Shrivastav .Oxford university Press.
3. Retail management By Michael Levy, Barton A. Weitz, Ajay Pandit. Tata McGraw Hill.
4. Retail management By Michael Levy.
5. Managing Retailing by Piyush Kumar Sinha, Dwarika Prasad Uniyal. Oxford higher Education

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- Objectives: 1. To impart to the conceptual knowledge in the area of Retail marketing
3. To acquaint the students with the marketing problems in the area of retail management.

1. Retail management an Overview:

10%

- Meaning of retail
- Role of retail.
- Retailer as a link between producer and consumer.
- Retailer as a image creator
- Challenges faced by Retailers worldwide
- Size of retail in India.
- Drivers of retail change in Industry.

2. Store layout and design

10%

- Concept
- Objectives of layout and design.
- Elements of retail layout
- Planning and circulations(circulation plans , circulation graphics,)
- Store fronts and Entrances,
- Merchandise display.
- Positioning of merchandise.
- Layout for E-tailers.

3. Establishing a pricing strategy:

15%

- Concept
- Factors affecting Pricing decisions
- Price setting Pricing objectives
- Pricing strategy
- Bases of pricing
- Adapting the pricing strategy, Customary pricing, One price policy. Odd pricing, Multiple unit pricing, Price lining. High low pricing, Flexible pricing. Bundle pricing, leader pricing, Bait and switch pricing coupons and rebates. Private label pricing, internet pricing,
- Reference pricing concept,
- Benchmarking concept.
- Impact of reference pricing
- Reference pricing controversy
- Implications of reference prices.

4. Methods of retail Expansion:

15%

- The concept of (foreign direct investment.
- The need for foreign direct investment in Indian retail.
- Methods of retail expansion.
- The concept of franchising.
- Evolution of Franchising.
- Types of franchising.
- Advantages and disadvantages of Franchising.
- The International franchising scene .
- Franchising in India.
- Legal issues in franchising in India.
- Internationalisation as a mode of Expansion.
- Determining the market of entry.
- Reasons for failure in International Retail.

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5. Basics of Retail Merchandising; 15%

- Concept and evolution of merchandising.
- Factors affecting the buying Function.
- Merchandisers role and responsibility.
- Buyer role and Responsibility .
- Functions of buying for different types of organizations.
- Buying for single independent store.
- Buying for chain stores.
- Buying for non chain stores.
- Buying for non - store retailers. catalogs, Direct mail, Homeshopping, Internet retailing, etc.
- Principles of merchandising.

6. Managing retail Infrastructure: 10%

- The Indian Market Scenario.
- factors to be considered before setting up a mall.
- Future context.
- Store design concept and principles of store design
- Elements of Store design
- Exterior and Interior store design

7. The process of Merchandise planning. 15%

- Concept of Merchandise planning.
- Implications of merchandise planning.
- The process of Merchandise planning.
Stage-1. developing the sales forecast
Stage-2. Determining the merchandise requirement.
Stage-3. Merchandise Control
Stage-4. Assortment planning.
- Technology Tools and Merchandise planning.

- Types of Merchandise planning.

8. Methods of merchandise procurement and evaluating merchandise performance: 10%

- Sources of supply
- Merchandise sourcing and procurement
- Contacting and evaluating the sources of supply.
- Negotiating with vendors and placing the purchase order.
- Merchandise allocations
- Evaluating the merchandise performance.
- Gross margin returns on investment.

References:

1. Retailing management (Text and cases). By Swapan Pradhan. (Tata Mc Graw Hill).
2. Retail management by Chetan Bajaj, rajinish Tuli, Nidhi Verma, and Shrivastav : Oxford university Press.
3. Retail management By Michael Levy, Barton A. Weitz, Ajay Pandit. Tata McGraw Hill.
4. Retail management By Michael Levy.
5. Managing Retailing by Piyush Kumar Sinha, Dwarika Prasad Uniyal. Oxford higher Education

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Veer Narmad South Gujarat University, Surat
M.Com.

Marketing channels Paper-9
Semester - 3

(In Force From June 2018-19)

Objectives: 1. To impart to the conceptual knowledge in the area of marketing channels and distribution.

1. To acquaint the students with the marketing problems.

1. Marketing Channels

Nature and importance of marketing channels – Emergence of marketing channel structure- Functions and Flows in marketing channels- Analysing marketing channel structures – The structures of marketing channels- Types of marketing channels – Channel levels – Direct marketing channels versus indirect marketing channels – Problems in distribution – Selection of distribution channels - Marketing channel decision

2. Channel Institutions - retailing

Functions performed by retailers – The framework for decision in retailing – The retail management decision process – Trends in retail strategy – Retailers characteristics – Types of retailers – Non-store Retailing – Franchising – Franchising in India – Strategic issue in retailing Strategic retail management – The futures of retailing – Retailing in India

3. Channel Institutions – Wholesaling

Nature and importance of wholesaling – Functions of wholesalers – types of wholesalers – Agent wholesaling middleman – Manufacturer's sales facilities- The strategic position of the wholesalers – The activities of wholesalers – Marketing function performed by wholesaler – Distributor for manufacturer's – Limitations of wholesalers – wholesalers marketing decision – Trends in wholesaling – Changing patterns in wholesaling – The paths of renewal in wholesale distribution – Wholesaling in India

4. Designing channel system

Channel design decisions – Ideal channel structure –Channel design comparison factors – Implementing channels design- Channels integration – Types of channel integration – Horizontal channel integration – Hybrid channel system or multichannel marketing system

Reference Books:

1. Marketing channels by Louis W Stern/Adel.Li.Eel.Ansary
2. marketing management by Philip Kotler
3. Strategic marketing ,marketing decision for strategic Advantage by Musadiq.A.Shahaf by P.H.I
4. marketing management by Arun and Meenakshi.
5. Marketing management by V.S.Ramaswamy and S.Namakumari.(Global perspectives and Indian context,) (4TH Edition)
6. Marketing channels by Anne.T.Coughlan, Erin Anderson,Louis.W.Stern,adel.L. Ansary and R.C. Natrajan.

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Veer Narmad South Gujarat University, Surat
M.Com.
Marketing channels Paper-12
Semester - 4
(In Force From June 2018-19)

Objectives: 1. To impart to the conceptual knowledge in the area of marketing channels and distribution.
2. To acquaint the students with the marketing problems.

1. **Channel management** 25%
Major channel management decisions – Managing channel relationships – channel behaviour-
channel cooperation and coordination – Channel conflict – Channel leadership – Channel
power – Channel relationships – Channel policies
2. **Channels information systems**
Channel information system – Elements of channel information system – Impacts of
information system on the delivery of service outputs – Impact of information system on
channels flow performance – Impact of information system on channel relationships – Impact
of channel information system on channel role performance 25%
3. **Evaluating channel performance**
Facets of channel performance – The multidimensional valuations of channels member's
contributions to channel performance – Activity based costing – Direct product profit – Results
of channel performance – Measuring customer satisfaction – Distribution costs – Analysis and
control – Elements of total cost in physical distribution system – Supply-chain performance
measures – Developing a performance measurement and evaluation system – Supply chain
metrics. 25%
4. **Managing conflict to increase channel coordination:** 25%
Concept of channel conflict-Assessing the degree and nature of channel conflict,
Measuring conflict-Consequences of channel conflict-Effect of channel conflict on channel
performance and Co-ordination-Major sources of conflict in marketing channels-
5. (competing goals, Differing perceptions of reality, clarity over domains, clash of market
domains(in brief) 25%

Reference Books:

1. Marketing channels by louis W Stern/Adel.li.Eel.Ansary
2. marketing management by Philip Kotler
3. Sstrategic marketing ,marketing decision for strategic Advantage by Musadiq.A.Shahaf by P.H.I
4. marketing management by Arun and Meenakshi.
5. Marketing management by V.S.Ramaswamy and S.Namakumari.(Global perspectives and Indian
context,) (4TH Edition)
6. Marketing channels by Anne.T.Coughlan, Erin Anderson, Louis.W.Stern, adel.L. Ansary and R.C.
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Objectives: 1. To impart to the conceptual knowledge in the area of marketing channels and distribution.

2. To acquaint the students with the marketing problems.

1. marketing channels:

10%

- Introduction, Meaning of Channels of distribution.
- The role of marketing channels,
- Channel structure,
- Channel design strategies
- Managing channel relationships
- Channel and distribution decisions for services.

2. Channel management by Channel Participants

15%

- Primary channel participants
- Key issues in determining channel requirements
- Factors affecting Channel choice,
- Channel management by manufacturers
- Channel management by whole-sellers
- Channel management by retailers
- Channel management physical distribution agencies.
- Joint management through partnership.

3. Channel levels and its organizational patterns:

15%

- Zero level, one level, two level, three level and multi level channels.
- Vertical marketing systems,
- horizontal marketing systems.
- conventional marketing. franchise systems.
- voluntary and cooperative groups.
- Channel configuration and channel marketing.

4. Channel communication and information system:

10%

- Rudiments of channel communications
- Information and communication technology
- Electronic marketing channel
- Sales force as an information source for marketing channels.
- Various types of channel powers used for motivating channel members.

5. marketing Channel structure and Functions.

10%

- Concept
- Need for the existence and change of marketing channels. (Demand side factors and supply side factors)
- Functions of marketing channels

6. Alternate channel Formats:

- Manufacturers based channel formats
- Retail based channel formats
- Service provider- based channel formats
- Other channel formats
- Point of consumption merchandising formats.
- Catalogs and technology added formats.

7. Managing conflict to increase channel coordination:

15%

- Concept of channel conflict
- Assessing the degree and nature of channel conflict,
- Measuring conflict
- Consequences of channel conflict
- Effect of channel conflict on channel performance and Co-ordination
- Major sources of conflict in marketing channels

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(competing goals, Differing perceptions of reality, clarity over domains, clash of market domains(in brief)

8. Resolving channel conflicts:

15%

- Unwanted channels, Grey markets,
- Fueling conflicts,
- Industrial marketing channels in developing economies,
- Effects of destructive actions on dealers
- Information intensive mechanisms
- Handling conflict through negotiations by channel members
- Building relational norms
- Resolving conflicts and achieving coordination via incentives.

Reference Books:

1. Marketing channels by Louis W. Stern/Adel. I. Eel. Ansary
2. marketing management by Philip Kotler
3. Strategic marketing ,marketing decision for strategic Advantage by Musadiq. A. Shahaf by P.H.I
4. marketing management by Arun and Meenakshi.
5. Marketing management by V.S. Ramaswamy and S. Namakumari. (Global perspectives and Indian context,) (4TH Edition)
6. Marketing channels by Anne. T. Coughlan, Erin Anderson, Louis. W. Stern, adel. L. Ansary and R.C. Natrajan.

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VEER NARMAD SOUTH GUJARAT UNIVERSITY

M.Com-I

Semester-3

Paper No.302

FINANCIAL MANAGEMENT PAPER-1

(Syllabus effective from Academic Year 2018-19 onward)

Objectives :-

1. To acquaint the students with the principles & practices of management so as to enable them to develop an integrated approach to Financial Management.
2. To develop analytical and decision-making aptitude of the students through case studies.

(1) INDIAN FINANCIAL SYSTEM 10%

Finance function

Financial Management and its objectives

Indian financial system and its functions

Some Aspects of financial Management Environment

Regulatory framework and Direct Taxes and Basic concept of GST, CGST, IGST, Rates
IMF, World Bank, ADB, BRICS Bank

(2) SWAPS 10%

Meaning of swaps and its categories, types of currency and interest swaps with examples

(3) RISK MANAGEMENT 10%

Introduction to Risk

Risk Management, Nature, Development, Scope, Definition, Objectives Personal V/s
Corporate Risk Management, Corporate Risk Objectives, Attitude and Philosophy,
Risk Management Organization and Role of Risk Manager, Risk Management Process

(4) FINANCIAL INTERMEDIARIES 10%

Financial intermediaries in India :-

(a) Reserve Bank of India

(b) Commercial Banks

(c) Term lending institutions

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Non-bank financial intermediaries

- (a) Insurance Corporations
- (b) Unit Trust of INDIA
- (c) Post offices
- (d) Provident Fund
- (e) Investment Companies
- (f) Hire Purchase Finance

Companies

- (g) Leasing Finance companies
- (h) Housing Finance companies
- (i) Venture Capital Funds
- (j) N.R.I. Funds

Financial Market

Instrument of Money Market :-

- (a) Call Money
- (b) Treasury Bills
- (c) Commercial Bills
- (d) Certificate of Deposits
- (e) Commercial Paper

Stock Market

Instrument of Capital Market

- (a) Gilt edged securities
- (b) Equity Shares
- (c) Preference Shares
- (d) Debentures
- (e) Public Deposits

(5) RAISING FINANCE **10%**

Methods of capital issues

- (a) Public issue
- (b) Right issue
- (c) Private issue
- (d) Book building
- (e) Bonus share
- (f) Term loan, Term loan procedure

(6) WORKING CAPITAL MANAGEMENT – I **10%**

Meaning-types-components of working capital

Meaning of working capital management

Cash management

Meaning & objectives of cash management

Factors affecting cash Requirements

The different Aspects of cash management

- (i) Planning of cash flow

-Cash budget

-Long term cash forecasting

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- (ii) Reports for controls
- (iii) Managing cash flows including E-cash via NEFT & RTGS
- (iv) Determining the optimum cash Balance
- (v) Options and strategies for investing surplus funds.

(7) WORKING CAPITAL MANAGEMENT-II **10%**

Management of Receivables

Objectives of Maintaining Receivables, Costs of credit sales, Terms of payments, Credit policy variables or Ingredients

- (a) Credit standards, (b) Credit Period (c) Cash Discount (d) Collection Policy Credit Evaluation, Credit Sanctioning Decision, Control on Receivables Techniques

(8) WORKING CAPITAL MANAGEMENT-III **10%**

Management of inventory, The need for maintaining inventory
Objective of inventory management

Techniques of inventory control

- (1) Economic Ordering Quantity, Order quantity and Quantity discount
- (2) Recording Point
- (3) ABC Analysis

(9) CASE STUDY and Analysis **20%**

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VEER NARMAD SOUTH GUJARAT UNIVERSITY

M.Com-II

Semester-4

Paper No.402

FINANCIAL MANAGEMENT PAPER-2

(Syllabus effective from Academic Year 2018-19 onward)

Objectives :-

1. To acquaint the students with the principles & practices of management so as to enable them to develop an integrated approach to Financial Management.
2. To develop analytical and decision-making aptitude of the students through case studies.

(1) CORPORATE RESTRUCTURING-I **10%**

Forms of corporate Restructuring

(A) Devices of acquisitions or expansion

(i) Merger - Types, Reasons, Cost and Benefits of Merger

(ii) Purchase of a division / Unit

(iii) Takeover — Types, Regulation of Takeover, Guidelines of SEBI

(iv) Advantages and Disadvantages of merger, Absorption, Purchasing and Takeover.

(v) Defensive Measures Against Hostile Takeover

(2) CORPORATE RESTRUCTURING-II **10%**

(A) Forms of sell offs — Divestitures, Spin offs, Split ups

(B) Changes in Ownership and control - Going public, Privatization and disinvestments, Leveraged Buy outs, Buyback of shares, Joint ventures

(3) LEASE FINANCE **10%**

Lease financing, Meaning, Characteristics, Types, Advantages & Disadvantages

Difference between financial lease & operating lease

Mechanics of Leasing, Lease buy decision an evaluation, Hire purchase finance

(4) ANALYSIS OF FINANCIAL PERFORMANCE **10%**

Objectives of financial Analysis and interpretation

Methods of Analysing Financial statements

(i) Ratio Analysis

(ii) Comparative Analysis

(iii) Du pont Analysis

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Leverage

Types of Leverage

(A) Operating Leverage

-Meaning, Definition, Sensitivity of operating profit, Utilities of operating leverage

(B) Financial Leverage -

Meaning, Effects, Financial Break Even Point, Degree of changer in EBIT on DFL - Utilities of financial leverage, Advantages and limitations - Essential conditions for financial leverage

(C) Combined leverage or Total leverage -

Degree of combined leverage, Sensitivity of EPS to changes in sales volume, Utilities of Combined leverage

(5) INTANGIBLE INTENSIVE COMPANIES

10%

Features of Intangible Assets or Intangible — Intensive Firms.

Implications for Financial Management

Types of Intangible Assets and Approaches to valuation

The Economic Approach to Valuation

Infosys Technologies : An example of Intangible Intensive Company

(6) INTERNATIONAL FINANCIAL MANAGEMENT

10%

Basic problems in International Financial Management

Role of FPI in India

Domestic v/s. International Financial Management

(7) INFLATION, RECESSION AND FINANCIAL MANAGEMENT

10%

(A) Inflation - Meaning, Definition, Effects on financial management and its Remedies

(B) Recession - Meaning, Definition, Effects on financial management and its Remedies

(8) HYBRID FINANCING & CORPORATE GOVERNANCE

10%

(A) Hybrid financing (General Concept)

- Basic, Sources of financing :-

(a) Preference Capital

(b) Features of warrants and convertible debentures

(c) Valuations of warrants

(d) Valuation of compulsorily convertible debentures

(e) Valuation of optionally convertible debentures

(f) Motives for issuing warrants convertible debentures

(g) Innovative hybrids.

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(B) Corporate Governance (General Concept)

- Basic, Organization of corporate governance :-

- (a) Divergence of interest
- (b) Devices for containing agency costs
- (c) Corporate governance in industrially developed world
- (d) Corporate governance in India
- (e) Reforming Corporate governance
- (f) Legal provisions and SEBI code
- (g) Executive Compensation
- (h) Employee Stock option scheme

(9) CASE STUDY

20%

REFERENCE BOOK :-

1. Financial Management and Policy - Van Horne 4th Add.
2. Financial Management - Macmillan
3. Financial Management - Khan and Jain 4th Add.
4. Money and Financial System - Sudhir Prakashan & Dr. D.D. Desai Uni - 2008
5. Financial Management - B.S. Shah Prakashan
6. Financial Analysis and Financial Management - R. P. Rustagi - 3rd Add.
7. Indian Financial System - Khan 4th Add.
8. Financial Management - Brigham - Ehrhardt - 11th Add.
9. Financial Management - Prasanna Chandra - 7th Add.
10. Financial Management - I.M. Pandey - 9th Add.
11. Corporate Dividend Policy - J.A. Bittain
12. Dividend Policy and Enterprise Valuation - J. E. Walter
13. Corporate Finance Theory and Practice - A. Damodaran
14. Introduction to Financial Management - L. D. Schall and C.W. Holey
Definition of business , Vision (meaning and scope) , Mission (meaning and components), Objectives
15. Financial Management Principles and Practice - Dr. S. N. Maheshwari (Sultan-Chand)
16. Financial Management - Ravi M. Kishore
17. Financial Management - Theory and Practice - Eugene Brigham & Michael C. Erhardt (Thomson)
18. Investment Management V. K. Bhalla (Sultan Chand)

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VEER NARMAD SOUTH GUJARAT UNIVERSITY

M.Com-II *External*

Paper No.402

FINANCIAL MANAGEMENT PAPER-2

(Syllabus effective from Academic Year 2018-19 onward)

Objectives

1. To acquaint the students with the principles & practices of management so as to enable them to develop an integrated approach to Financial Management.
2. To develop analytical and decision-making aptitude of the students through case studies.

(1) INDIAN FINANCIAL SYSTEM

5%

Finance function

Financial Management and its objectives

Indian financial system and its functions

Some Aspects of financial Management

Environment

Regulatory framework and Direct Taxes and Basic concept of GST, CGST, IGST, Rates IMF,

World Bank, ADB, BRICS Bank

(2) SWAPS

5%

Meaning of swaps and its categories, types of currency and interest swaps with examples

(3) RISK MANAGEMENT

5%

Introduction to Risk

Risk Management, Nature, Development, Scope, Definition, Objectives Personal V/s

Corporate Risk Management, Corporate Risk Objectives, Attitude and Philosophy,

Risk Management Organization and Role of Risk Manager, Risk Management Process

(4) FINANCIAL INTERMEDIARIES

5%

Financial intermediaries in India

(a) Reserve Bank of India

(b) Commercial Banks

(c) Term lending institutions

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Non-bank financial intermediaries

- | | |
|-------------------------------|-------------------------------------|
| (a) Insurance Corporations | (b) Unit Trust of INDIA |
| (c) Post offices | (d) Provident Fund |
| (e) Investment Companies | (f) Hire Purchase Finance Companies |
| (g) Leasing Finance companies | (h) Housing Finance companies |
| (i) Venture Capital Funds | (j) N.R.I. Funds |

Financial Market

Instrument of Money Market :

- | | |
|----------------------|-----------------------------|
| (a) Call Money | (b) Treasury Bills |
| (c) Commercial Bills | (d) Certificate of Deposits |
| (e) Commercial Paper | |

Stock Market

Instrument of Capital Market

- | | |
|---------------------------|-------------------|
| (a) Gilt edged securities | (b) Equity Shares |
| (c) Preference Shares | (d) Debentures |
| (e) Public Deposits | |

(5) RAISING FINANCE

5%

Methods of capital issues

- | | | |
|-------------------|-----------------|------------------------------------|
| (a) Public issue | (b) Right issue | (c) Private issue |
| (d) Book building | (e) Bonus share | (f) Term loan, Term loan procedure |

6. WORKING CAPITAL MANAGEMENT -1

5%

Meaning-types-components of working capital Meaning of working capital management

Cash management

Meaning & objectives of cash management Factors affecting cash Requirements The different Aspects of cash management (i) Planning of cash flow –Cash budget

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-Long term cash forecasting

- (ii) Reports for controls
- (iii) Managing cash flows including E-cash via NEFT & RTGS
- (iv) Determining the optimum cash Balance
- (v) Options and strategies for investing surplus funds.

(7) WORKING CAPITAL MANAGEMENT-II 5%

Management of Receivables

Objectives of Maintaining Receivables, Costs of credit sales, Terms of payments, Credit policy variables or Ingredients

(a) Credit standards, (b) Credit Period (c) Cash Discount (d) Collection Policy Credit Evaluation, Credit Sanctioning Decision, Control on Receivables Techniques

(8) WORKING CAPITAL MANAGEMENT-III 5%

Management of inventory, The need for maintaining inventory

Objective of inventory management Techniques of inventory control

- (1) Economic Ordering Quantity, Order quantity and Quantity discount
- (2) Recording Point
- (3) ABC Analysis

(9) CORPORATE RESTRUCTURING-1 5%

Forms of corporate Restructuring

(A) Devices of acquisitions or expansion

- (i) Merger - Types, Reasons, Cost and Benefits of Merger
- (ii) Purchase of a division / Unit
- (iii) Takeover — Types, Regulation of Takeover, Guidelines of SEBI
- (iv) Advantages and Disadvantages of merger, Absorption, Purchasing and Takeover.

(v) Defensive Measures Against Hostile Takeover

(10) CORPORATE RESTRUCTURING-II 5%

(A) Forms of sell offs — Divestitures, Spin offs, Split ups

(B) Changes in Ownership and control - Going public, Privatization and disinvestments, Leveraged Buy outs, Buyback of shares, Joint ventures

(10) LEASE FINANCE 5%

Lease financing, Meaning, Characteristics, Types, Advantages & Disadvantages, Difference between financial lease & operating lease, Mechanics of Leasing, Lease buy decision an evaluation, Hire purchase finance

Done!

(11) ANALYSIS OF FINANCIAL PERFORMANCE

5%

Objectives of financial Analysis and interpretation

Methods of Analysing Financial statements

- (i) Ratio Analysis
- (ii) Comparative Analysis
- (iii) Du pont Analysis

Leverage

Types of Leverage

(A) Operating Leverage

-Meaning, Definition, Sensitivity of operating profit, Utilities of operating leverage

(B) Financial Leverage -

Meaning, Effects, Financial Break Even Point, Degree of changer in EBIT on DFL - Utilities of financial leverage, Advantages and limitations - Essential conditions for financial leverage

(C) Combined leverage or Total leverage -

Degree of combined leverage, Sensitivity of EPS to changes in sales volume, Utilities of Combined leverage

(12) INTANGIBLE INTENSIVE COMPANIES

5%

Features of Intangible Assets or Intangible — Intensive Firms.

Implications for Financial Management

Types of Intangible Assets and Approaches to valuation The

Economic Approach to Valuation

Infosys Technologies : An example of Intangible Intensive Company

(13) INTERNATIONAL FINANCIAL MANAGEMENT

5%

Basic problems in International Financial Management Role of FPI in India

Domestic v/s. International Financial Management

(14) INFLATION, RECESSION AND FINANCIAL MANAGEMENT

5%

(A) Inflation - Meaning, Definition, Effects on financial management and its Remedies

(B) Recession - Meaning, Definition, Effects on financial management and its Remedies

Obere

(15) HYBRID FINANCING & CORPORATE GOVERNANCE

5%

(A) Hybrid financing (General Concept)

- Basic, Sources of financing

- (a) Preference Capital
- (b) Features of warrants and convertible debentures
- (c) Valuations of warrants
- (d) Valuation of compulsorily convertible debentures
- (e) Valuation of optionally convertible debentures
- (f) Motives for issuing warrants convertible debentures
- (g) Innovative hybrids.

(B) Corporate Governance (General Concept)

- Basic, Organization of corporate governance

- (a) Divergence of interest
- (b) Devices for containing agency costs
- (c) Corporate governance in industrially developed world
- (d) Corporate governance in India
- (e) Reforming Corporate governance
- (f) Legal provisions and SEBI code
- (g) Executive Compensation
- (h) Employee Stock option scheme

(9) CASE STUDY

20%

REFERENCE BOOK

1. Financial Management and Policy - Van Horne 4th Add.
2. Financial Management - Macmillan
3. Financial Management - Khan and Jain 4th Add.
4. Money and Financial System - Sudhir Prakashan & Dr. D.D. Desai Uni - 2008
5. Financial Management - B.S. Shah Prakashan
6. Financial Analysis and Financial Management - R. P. Rustagi - 3rd Add.
7. Indian Financial System - Khan 4th Add.
8. Financial Management - Brigham - Ehrhardt - 11th Add.
9. Financial Management - Prasanna Chandra - 7th Add.
10. Financial Management - I.M. Pandey - 9th Add.
11. Corporate Dividend Policy-J.A. Bittain
12. —D+vMendJ^Hcy^ml-EAterpriseA/ekiation-rJ._E_Walter
13. Corporate Finance Theory and Practice - A. Damodaran

Blair

14. Introduction to Financial Management - L. D. Schall and C.W. Holey Definition of business , Vision (meaning and scope), *Mission (meaning and components), Objectives
15. Financial Management Principles and Practice - Dr. S. N. Maheshwari (Sultan-Chand)
16. Financial Management - Ravi M. Kishor-e.
17. Financial Management - Theory and Practice - Eugene Brigham & Michael C. Erhardt (Thomson)
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Rajkot

VEER NARMAD SOUTH GUJARAT UNIVERSITY

M.COM. INTEGRATED

SEM-IX

MC-9.5.2 MARKET RESEARCH-I

Proposed syllabus for the year-2018-19

Objective:-

The purpose of this course is to enable students learn the process, tools and techniques of market research.

Unit-1	Introduction to Marketing research : Introduction, Historical development, Nature, Scope, Importance, Marketing research v/s Market research, Role of Marketing research, Position of Marketing research in India, Relationship of Marketing research with other disciplines, Uses and Limitation of MR, Marketing research Agencies, Marketing Research process, Characteristics of good Marketing research	30%
Unit -2	Problem identification and Research Design : Problem identification, Research proposal, Determining research type- Exploratory, Descriptive and Experimental research	35%
Unit -3	Data resources : Primary data- Introduction, types, Methods of data collection, Observation method Secondary data- Introduction, Types, merit and demerits online sources, Questionnaire preparation, online surveys,	35%

References :

Beri, G.C.; Marketing Research, Tata McGraw Hill, New Delhi

Hooda, R.P.; Statistics for Business and Ice Hall, New Delhi.

Zaltman and Burger : Marketing Research ; Dryden Press, Illinois.

Sharma, D.D. : Marketing Research: Principles, Applications and Cases.

Luck, D.J. Marketing Research : Basic Marketing Research, Dryden Press, Boston.

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VEER NARMAD SOUTH GUJARAT UNIVERSITY

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SEM-X

MC-10-5-2- MARKET RESEARCH-II

Proposed syllabus for the year-2018-19

Objective:-

The purpose of this course is to enable students learn the process, tools and techniques of market research.

Unit-1	Aptitude measurement and scaling techniques- Introduction, all types of measurement scales	20%
Unit-2	Sampling plan- Universe, sample frame and sampling unit, Sampling techniques, Sample size determination, survey errors- sampling and non-sampling errors	20%
Unit-3	Data collection- Processing, Cross tabulation	20%
Unit-4	Data Analysis and Interpretation- Introduction, Tools of data analysis, report preparation and presentation	20%
Unit-5	Market research application- Product research, Advertising research, Sales control research, Motivation research, Ethical issues in Marketing research	20%

References :

Beri, G.C.; Marketing Research, Tata McGraw Hill, New Delhi

Hooda, R.P.; Statistics for Business and Ice Hall, New Delhi.

Zaltman and Burger : Marketing Research ; Dryden Press, Illinois.

Sharma, D.D. : Marketing Research: Principles, Applications and Cases.

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CU147-2
Page 01-2

M.COM (HONS)

SEMESTER-IX

9.1 CORPORATE LEGAL FRAME WORK :

Objective :-

The objective of this course is to provide knowledge of relevant profussion of various laws influerencing business operations

Course Inputs :-

SEMESTER IX

• UNIT 1 SEBI ACT ,1992

Formation and mailing of SEBI functions and powers of SEBI in relation to securities markets, prohibition of manipulative and ^{deceptive} ~~descriptive~~ devices; insider trading and substantial acquisition of securities or control, guidelines for securities issues.

• UNIT 2 DEPOSITORIES ACT ,1996

Definition right and - obligations of depositories participants, issuers and beneficial owners, inquiry inspections, penalty

• UNIT :- 3 COMPETITIONS ACT 2002

(as amended by competition (amendment) Act 2007

Law relating to competitions Concept of competition, competition Act-2002 - anti competitive agreements, abuse of dominant position, combination regulation of combinations, Competition Commission of India

• UNIT :- 4 CORPORATE GOVERNANCE

Concept, meaning, authorities, involved, steps taken by authorities for ensuring good governance.

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M.COM (HONS)

SEMESTER- X

10.1 CORPORATE LEGAL FRAME WORK :

Unit : - 1 Companies Act, 2013

Directors, classification of directors, women directors, independent directors, disqualifications, directors identification number (DIN) appointment ,legal position ,powers and duties,: removal of directors key managerial prevention - managing director, manager, managerial remuneration prevention of oppression and mismanagement, winding up and dissolution of companies.

Unit : - 2 Companies Act, 2013

Borrowing lending Investments and Contracts.

Borrowing powers of the company mortgages and charges

Fixed and floating charges

Unit :-3

Foreign exchange management Act 1999 (FEMA)

Definition and main provision of FEMA

Unit :- 4 Cyber law

Nature and scope of cyber crimes, Types of cyber crimes, Internet scams, spreading virus, Hacking & tracking Document forging, Domain issues, Internet Security, Basic of Electronic Commerce, Making contract on line.

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Reference Books

1. Hicks and Row & Gov S.H. cases and material on company law, Oxford University Press
2. Kershaw David, company law in context Oxford University Press UK
3. Gowar ICB Principles of Modern Company Law Stevens & Sons London.
4. Hanningan Brenda company law, Oxford University Press UK
5. Sharma J.P. Corporate Laws and Books Pvt Ltd, New Delhi
6. Bhandari Manish, Professional Approach to Corporate Laws and Practice, Bharat Law House, New Delhi,
7. Ramaiya A Guide to Companies Act Wadhwa and Company Nagpur
8. Kannal S & V.S. Sowrirajan company law procedure, Taxmans Allied Services (P) Ltd
9. Course material of the Institute of Company Secretaries of India on company laws
10. Bharat's Companies Act, 2013 Bharat Law House, New Delhi
11. Company Law (Sixth Edition) Auro Singh Eastern Books Company Lucknow
12. N.D. Kapoor Elements of Company Law.
13. Maheshwari S.N., Maheshwari S.K. 'Elements of Corporate Laws' Himalaya Publishing House, Mumbai.

B. K. Singh

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M. COM INTEGRATED HONORS COURSE
M. COM. HONORS
SEMESTER - 09

MC 9-5.3

INTERNATIONAL MARKETING - I
PROPOSED SYLLABUS FOR 2018-19

UNIT	COURSE	%
1.	Introduction To International Marketing:- Nature and significance, Complexities in international marketing, Transition from domestic to transnational marketing, International maker orientation EPRG framework, Ethical and social issues.	20 %
2.	International Marketing Environment:- Internal Environment , External environment – geographical, demographic, economic, socio-cultural, political and legal environment, Impact of environment on international marketing decisions.	20 %
3.	Foreign Market Selection:- Global market segmentation, selection of foreign markets, international positioning and market entry strategies.	20 %
4.	Product Decisions :- Product planning for global markets, Standardization v/s Product Adaptation, New Product Development , Management of International Brand.	20 %
5.	Pricing Decisions :- Environmental influences on pricing decisions, International pricing policies and strategies.	20 %

References:-

- Czinkota, M.R.; International Marketing, Dry den Press, Boston.
- Fayerweather, John ; International Marketing, Prentice Hall, New Delhi.
- Jain, S.C : International Marketing, CBS Publications, New Delhi.
- Keegan , Warren J. : Global Marketing Management, Prentice Hall, New Delhi.
- Onkvisit, Sak and John J. Shaw : International Marketing, Analysis and Strategic Prentice Hall, New Delhi.
- Paliwoda, S.J. (E.D) : International Marketing, Reader, Routledge, London.
- Paliwoda ,Stanely J.: The Essence of International Marketing, Prentice Hall, New Delhi
- Sarathy , R and V Terpostra :- International Marketing, Dryden Press, Boston.
- Vasudeva P.K.:- International Marketing , Excel Books, New Delhi.

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M. COM. HONORS
SEMESTER - 10

MC 10.5.3 **INTERNATIONAL MARKETING - II**
PROPOSED SYLLABUS FOR 2018-19

UNIT	COURSE	%
1.	Promotion Decisions:- Complexities & issues, Major decisions in international marketing communication, Communication mix.	25 %
2.	Distribution And Logistics:- Types Of foreign intermediaries, International logistics decisions.	25 %
3.	Import / Export Decisions :- - Export:- Payment terms, institutional finance for exports, Documents, EXIM Bank. - Import:- Concept of import, Import substitution, Documents. - <i>EOUs, EPZs & SEZs.</i>	25 %
4.	Emerging Issues & Developments In International Marketing :- Ethical And Social Issues, International Marketing of services, Impact of globalization, WTO.	25 %

References:-

- Czinkota, M.R.; International Marketing, Dry den Press, Boston.
- Fayerweather, John ; International Marketing, Prentice Hall, New Delhi.
- Jain, S.C : International Marketing, CBS Publications, New Delhi.
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- Sarathy , R and V Terpostra :- International Marketing, Dryden Press, Boston.
- Vasudeva P.K.:- International Marketing , Excel Books, New Delhi.
- *Francis cherunilam :- International Marketing (including Export Management), Himalaya Publishing*

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Veer Narmad South Gujarat University, Surat.

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2018-19

CONSUMER BEHAVIOUR (With effect from ~~2014-15~~)

1) An introduction to consumer behaviour

- meaning, definition and relevance of consumer behaviour study
- the development of consumer behaviour as a separate field of study
- growth of consumer research
- few models of consumer decision making
- trends in consumer behaviour

2) CONSUMER PERCEPTION

- concepts underlying perception
- external and internal factors
- the perceptual process
- consumers imagery and marketing implications
- perceived risk

3) CONSUMER – LEARNING

- elements of learning process
- types of learning process
- classical conditions
- consumer memory
- operant or instrumental conditioning
- cognitive theory
- observational learning or modeling

BK

- low involvement
- habit
- brand loyalty
- customer loyalty

4) PERSONALITY AND LIFESTYLE INFLUENCE

- meaning of lifestyle, Aio and Vals framework
- changing lifestyle trends of Indian consumers
- personality
- a business today – Synovate study
- personality influence and consumer behaviour
- certain inter related consumption and possession personality traits
- self concepts or self image

REFERENCES :

1. Consumer behaviour in Indian perspective By Suja R. Nair
2. Consumer behaviour by Benett and Kassarian
3. Consumer behavior – Schettiman
4. Consumer behavior – C.N.Sontakki
5. Consumer behavior – Engel and Black Well
6. Marketing and Consumer Behaviour by Raghbir Singh

Blair

CONSUMER BEHAVIOUR (With effect from 2014-15)

1) ATTITUDE AND BEHAVIOUR

- Attitudes
- Nature of consumer attitude
- A simple model of the relationship between attitudes and behaviour
- attitude measurement
- Attitude change
- Factors involved in attitudes formation or development
- Theories of attitude
- Models of attitude
- Strategies for attitude reinforcement And CHANGE

2) MOTIVATION:

- Differences between motives, motivating and motivation
- Needs and goals.
- The Dynamic characteristics of motivation.
- Various theories of needs (Maslow's MCCLELLAND'S, ALDERFER'S, VRPPM'S)
- Motivational Research

3). DEMOGRAPHICS, SOCIAL CLASS AND CULTURE.

- Meaning of Social Stratification and Social Class.
- Nature of Social Class Influences.
- Social Class Characteristics

By Keep

- The growing Indian Middle Class – A Study
- Social Influence on Consumer Behaviour.
- Culture (Definitions and Meanings)
- Traditional and Changing Indian Values
- Sub Culture
- Cross Cultural Marketing Analysis.

4). References Group Influence.

- Factors Relevant to reference Groups Exerting Influence.
- Reference Group Characteristics Influencing Consumer Behaviour.
- Types of reference Groups.
- Groups Relevant to Consumer Behaviour.
- Reference Group and Consumer Conformity to the Group
- Benefits of reference group Appeal.
- Marketing Applications of Reference group Appeal.

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1. Consumer behaviour in Indian perspective By Suja R. Nair
2. Consumer behaviour by Benett and Kassarian
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Blair

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CONSUMER BEHAVIOUR (With effect from 2018-19)

1) ATTITUDE AND BEHAVIOUR

(05)

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(08)

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- Motivational Research

3) DEMOGRAPHICS, SOCIAL CLASS AND CULTURE.

(07)

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3. Consumer behavior – Schettiman
4. Consumer behavior – C.N.Sontakki
5. Consumer behavior – Engel and Black Well
6. Marketing and Consumer Behaviour by Raghbir Singh

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