



VIRUDHUNAGAR HINDU NADARS' SENTHIKUMARA NADAR COLLEGE
(An Autonomous Institution Affiliated to Madurai Kamaraj University)
Virudhunagar – 626 001.

Course Name: **Master of Commerce**
Discipline: **Commerce**
(For those who joined in June 2024 and after)

COURSE OBJECTIVE:

To provide advanced knowledge on important commerce subjects so as to enable the student to pursue research or to take up jobs in the area of Accounting and Finance.

DURATION OF THE COURSE: Two Years

On the successful completion of M.Com.programme, students will

PSO1:	Have advance knowledge and skill on specific areas of management like business management, financial management, investment management, channel management and logistics and so on.
PSO2:	Acquire practical knowledge on marketing of goods and services, maintenance of Accounts of corporate and other organisations, cost accounts maintenance, project management, undertaking business and social science researches and overall business management.
PSO3:	Have higher knowledge on specialized areas of commerce like direct and indirect taxes, Management information system, organizational behavior, accounting standards corporate reporting and banking technology.
PSO4:	Have expertise in recent commercial disciplines like Finance, financial markets and instruments, retail management, in conducting research, operations research, channel management and e-business.
PSO5	Focus on skill and knowledge on teaching and research on various subjects of Commerce at higher education institutions.



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COURSE SCHEME:

I year M.Com

Semester	Part	Subject Name	Hours	Credit	Int + Ext =Total	Local	Regional	National	Global	Professional Ethics	Gender	Human Values	Environment & Sustainability	Employability	Entrepreneurship	Skill Development	Subject Code	Revised / New / No Change / Interchanged & Percentage of Revision
I	Core	Operations Research	6	5	25+75=100			√						√	√	√	P24CMC11	New
	Core	Advanced Financial Accounting	6	5	25+75=100			√		√				√	√	√	P24CMC12	New
	Core	Indirect Taxes	6	4	25+75=100			√		√				√	√	√	P24CMC13	New
	Core	Marketing Management	6	4	25+75=100			√						√	√	√	P24CMC14	New
	Elective I	Elective – Advanced Cost Accounting / Logistics Management	6	4	25+75=100			√	√					√	√	√	P24CME11/ P24CME12	New
Total			30	22														
II	Core	Statistics for Research	6	5	25+75=100			√						√	√	√	P24CMC21	5 % Change
	Core	Accounting for Business Decision	5	4	25+75=100			√						√	√	√	P23CMC22	No Change
	Core	Production Management	5	4	25+75=100			√						√	√	√	P23CMC23	No Change
	Core	Banking operations & Technology	5	4	25+75=100				√					√	√	√	P23CMC24	No Change
	Core	Research Methodology	5	4	25+75=100				√	√				√	√	√	P24CMC25	Credit & Unit Change
	NME	NME - Marketing Management	4	4	25+75=100				√					√	√	√	P24CMN21	Credit Change
		Internship																
Total			30	25														



TENTATIVE STRUCTURE TABLE

III Semester

Semester	Part	Course Title	Hours	Credit	Marks			Course Code	Courses having focus on employability/ entrepreneurship/ Skill development	Revised / New /No Change / Interchanged/ Percentage of revision
					I	E	Tot			
III	Core	Direct Taxes – I	6	5	25	75	100		Employability/ Entrepreneurship/ Skill development	
	Core	Enterprise Promotion	6	4	25	75	100		Employability/ Entrepreneurship/ Skill development	
	Core	Human Resource Management	6	4	25	75	100		Employability/ Entrepreneurship/ Skill development	
	Core	Strategic Management	6	4	25	75	100		Entrepreneurship/ Skill development	
	Elective – II	Corporate Accounting / Advertising Management	6	5	25	75	100		Employability/ Skill development	
Total			30	22						
Internship (Extra Credit)				2						

IV Semester

Semester	Part	Course Title	Hours	Credit	Marks			Course Code	Courses having focus on employability/ entrepreneurship/ Skill development	Revised / New /No Change / Interchanged/ Percentage of revision
					I	E	Tot			
IV	Core	Direct Taxes – II	6	5	25	75	100		Employability/ Entrepreneurship/ Skill development	
	Core	Financial Management	6	5	25	75	100		Employability/ Entrepreneurship/ Skill development	
	Core	Portfolio Management	6	4	25	75	100		Employability/ Entrepreneurship/ Skill development	
	Core	Project	6	4	50	50	100		Employability/ Skill development	
	Elective – III	Management Information System/ International Business	6	4	25	75	100		Employability/ Skill development	
Total			30	22						



OPERATIONS RESEARCH

Course Title: OPERATIONS RESEARCH	Total Hours : 90 Hours
Course Code: P24CMC11	Total Credits : 5

Composition of Course: 20% Theory & 80 % Problems

COURSE OUTCOMES:

CO	CO STATEMENT
CO1	To acquaint students with concept of operations research and its applications and apply linear programming problem in decision making
CO2	Find the optimal solution for Transportation problem.
CO3	To recognise the knowledge of assignment problems.
CO4	Use the best strategy and value of the given game model and design new simple models, like: CPM, PERT to improve decision –making and Develop critical thinking and objective analysis of decision problems.
CO5	Decide an optimal sequencing and replacement period/policy for a given item/equipment/machine.

Unit – I

18 Hours

Introduction to Operations Research – Definition–Characteristics - Scope of Operation Research – Linear Programming: Definition and Applications of LP – Formulation of LP - Simplex method: Maximization problem, Minimization problem, Simplex problems with mixed constraints –Maximization with mixed constraints, Minimization case with mixed constraints.

Unit –II

18 Hours

Transportation problem – Initial Basic Feasible Solution: North-west Corner Rule - Vogel’s approximation method –Modified Distribution method – Unbalanced Transportation problem – Degeneracy: Meaning, Degeneracy in initial solution, Degeneracy during the test of optimality – Profit maximization in Transportation problem.

Unit– III

18 Hours

Assignment problems: Principles – Applications – Assignment Problem - unbalanced minimization problem, maximization case assignment problem, travelling salesman problem, prohibited route assignment problem, crew assignment problem.

Unit – IV

18 Hours

Game Theory: Meaning, Features – Uses – Limitations – Strategy: Pure strategy and Mixed strategy – Saddle point and value of the game – Game with Mixed strategies: Solution of 2 x 2 matrix without saddle point using probability method, Dominance Method.

Net work Analysis: Meaning, and Applications –Rules to frame a network – Critical Path – PERT - PERT Vs CPM, Steps involved in PERT calculations, Probability of project completion by a Target Date.



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Unit – V

18 Hours

Sequencing Problem: Sequencing problem: Introduction – Assumptions – Processing of n jobs through one machine – Processing n jobs through two machines – Processing of n jobs through three machines.

Replacement Problem: Introduction – Individual replacement problems – Group replacement problems.

TEXT BOOK:

1. Er.Premkumar Gupta & Dr.D.S.Hira “Operations Research”, Schand Publication, 2023

Unit	Book & Author	Page No.
Unit I	Er.Premkumar Gupta & Dr.D.S.Hira “Operations Research”, Schand Publication, 2023	4,6,10, 45, 115 – 120, 165 - 180
Unit II	Dr. P.R. Vittal, “Operations Research”, Margham Publication, 2023.	6.1 – 6.26, 6.52-6.58
Unit III		7.1 – 7.54
Unit IV		12.1-12.22
Unit V	Sonam Sharma, “Operations Research”, Global Academic Publishers, 2021	180 – 189, 193 - 200

REFERENCE BOOKS:

1. Premkumar Gupta D.S. hira, “Operations research”, S.Chand publication, 2014.
2. J.K.Sharma , “Operation research theory & application”, Mac Millan Publication, 2003.

e-RESOURCES:

1. <https://www.youtube.com/watch?v=xrGVe6gMRyk>
2. <https://www.youtube.com/watch?v=xFAwNmQ5nX8>
3. <https://www.youtube.com/watch?v=8IRrgDoV8Eo>
4. <https://www.youtube.com/watch?v=zJhncZ5XUSU>
5. <https://www.youtube.com/watch?v=MZ843Vvia0A>
6. <https://www.youtube.com/watch?v=ItOuvM2KmD4>
7. <https://www.youtube.com/watch?v=KVGEXbmvsfk>
8. <https://www.youtube.com/watch?v=rrfFTdO2Z7I>
9. <https://www.youtube.com/watch?v=fSuqTgnCVRg&list=PLabr9RWfBcnp8CT6my-Q89N0o-E6tcM6q&index=1>
10. <https://www.youtube.com/watch?v=YJvbxAvxkDc&list=PLabr9RWfBcnp8CT6my-Q89N0o-E6tcM6q&index=2>
11. <https://www.youtube.com/watch?v=fSuqTgnCVRg>
12. <https://www.youtube.com/watch?v=RXdWf9lhNRc>
13. https://www.youtube.com/watch?v=WraF6zdteXI&list=RDCMUCkoF2InqbcPBEhC7KlnaLw&start_radio=1&rv=WraF6zdteXI&t=4
14. <https://www.youtube.com/watch?v=jonespBF9yk&list=PLabr9RWfBcnowGFvsQI07doSE6t8xXDTX>
15. <https://www.youtube.com/watch?v=c6CpNqDJWDw&list=PLabr9RWfBcnowGFvsQI07doSE6t8xXDTX&index=2>
16. <https://www.youtube.com/watch?v=bln0V6lAXWg&list=PLabr9RWfBcnowGFvsQI07doSE6t8xXDTX&index=3>



17. <https://www.youtube.com/watch?v=ky08C8uoPok&list=PLabr9RWfBcnwGFvsQI07doSE6t8xXDTX&index=4>
 18. <https://www.youtube.com/watch?v=vKVkOpNDZ2s>
 19. <https://www.youtube.com/watch?v=g0cKRU1N-t0>
 20. <https://www.youtube.com/watch?v=HrL11ux3gb0>
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ADVANCED FINANCIAL ACCOUNTING

Course Title : Advanced Financial Accounting	Total Hours : 90 Hours
Course Code : P24CMC12	Total Credits : 5

Composition of the Course: 80% Problem and 20% theory.

COURSE OUTCOMES:

CO	CO STATEMENT
CO1:	Gain knowledge about Fire Insurance Claims, Hire Purchase Accounting and Partnership Accounting
CO2:	Know the steps to compute the claim for loss of stock and loss of profit.
CO3:	Understand the accounting procedures to solve the problems in Hire purchase accounting
CO4:	Understand the accounting treatment under different situations in Partnership accounting.
CO5:	Understand the rules relating to the settlement of accounts of the partners.

Unit –I

18 Hours

Fire insurance claims -Types of fire insurance policies, Computation of claim for loss of stock and Claim for loss of profits.

Unit –II

18 Hours

Hire purchase accounting - Features, Calculation of interest, Cash price, Accounting treatment in the books of hire purchaser and hire vendor, Default and Repossession, Stock and Debtors system.

Unit –III

18 Hours

Admission of a partner - Effect of admission of a partner on change in the profit sharing ratio, Treatment of goodwill (as per AS 10), Treatment for revaluation of assets and liabilities, Treatment of reserves and accumulated profits and losses, Adjustment of capital accounts and preparation of balance sheet.

Unit– IV

18 Hours

Retirement / Death of a partner - Effect of retirement / Death of a partner on change in profit sharing ratio, Treatment of goodwill (as per AS10), Treatment for revaluation of assets and liabilities, Adjustment of accumulated profits and reserves, Calculation of deceased partner's share of profit till the date of death, Preparation of deceased partner's capital account and executor's account and preparation of balance sheet.



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Unit– V

18 Hours

Dissolution of partnership firms - Types of dissolution of firm, Settlement of accounts, Accounting entries for dissolution, Settlement of the accounts of the partners - One partner is insolvent – More than one partners are insolvent and All the Partners are insolvent, Decision in Garner Vs Murray: Piece-Meal Distribution - Surplus Capital method, Maximum loss method.

TEXT BOOK:

1. T.S.Reddy&A.Murthy, “Advanced Accountancy”, Margham Publications, 2020

Unit No	Book Name	Page No
I	T.S.Reddy	18.1 - 18.25
II		20.1 - 20.13
		20.15 - 20.34
III		34.1 - 34.39
		34.42 - 34.60
IV		35.1 - 35.34
		35.44 - 35.60
V		36.1 - 36.15
		36.22 – 36.40
		36.45 - 36.49

REFERENCE BOOKS:

1. Dr.M.A.Arulanandam&Dr.R.S.Raman, “Advanced Accountancy”, Himalaya Publishing House,Mumbai, 2018.
2. S.P.Jain&K.L.Narang, “Advanced accountancy”, Kalyani Publishers, New Delhi 2014.
3. Dr.S.N.Maheshwari&S.K.Maheshwari, “Advanced Accountancy”, Vikas Publishing House Pvt. Ltd., 2011.

e - RESOURCES:

1. <http://static.careers360.mobi/media/uploads/froala-editor/files/Insurance>
2. <https://www.yourarticlelibrary.com/accounting/hire-purchase/hire-purchase-agreement/accounting-for-hirepurchase-and-installment-payment-system-3-methods/68525>
3. <https://commerceiets.com/treatment-of-goodwill-on-admission-of-partner/>
4. <https://www.toppr.com/guides/accountancy/admission-of-a-partner/>
5. <https://nios.ac.in/media/documents/srsec320newE/320EL20.pdf>
6. <https://ncert.nic.in/textbook/pdf/leac105.pdf>



INDIRECT TAXES

Course Title : Indirect Taxes	Total Hours: 90 Hours
Course Code : P24CMC13	Total Credits: 4

Composition of Course: **100% theory**

COURSE OUTCOMES:

CO	CO STATEMENT
CO1	Understand the concept of GST.
CO2	Familiarise with the various procedures in GST and Customs duties.
CO3	Acquire customs practices and compute customs duties.
CO4	Know various appellate authorities under GST regime and its powers.
CO5	Understand the provisions concerned with payment of Tax, Interest, TCS, Refund and Returns.

Unit - I

18 Hours

Indirect taxes - Introduction - Features - Objectives of taxation- Types of taxes- Direct and Indirect taxes - Indirect tax structure - Merits and demerits of indirect taxes – Deficiencies in the earlier indirect tax regime - Previous taxes that are subsumed under GST

Unit - II

18 Hours

Goods and Service Tax - Introduction - Features of the GST Model – Benefits of Goods and Services Tax- Types of GST - GST Council: constitution – Functions – Quorum– Supply of goods and services - Levy and collection of GST – Input Tax Credit - Reverse Charge Mechanism – Exemptions in GST.

Unit - III

18 Hours

Registration – Procedure for registration - Types of registration – Persons liable for registration under GST – Compulsory registration - Cancellation of registration – GSTN – HSN / SAC Code – AAR – E-Way Bill – Generating E-Way Bill – Responsibilities of Transporter – Provisions relating to E-way Bill.

Unit - IV

18 Hours

Types of GST returns and due dates - GSTR Forms – GSTR1 – GSTR2A – GSTR2B – GSTR3B – GSTR4 –GSTR9 - Payment of Tax-Appeals and Revision - Procedure in Appeal - Interest and Penalties.

Unit - V

18 Hours

Customs Act 1962 – Definition of concepts –Levy and collection of customs duty – Types of customs duty – Prohibition of importation and exportation of goods – Methods of valuation for customs – Exemption from customs duty – Refund of customs duty – Baggage - Customs duty drawback - Searches, seizures, confiscation and penalties.

TEXT BOOKS:

1. T.S.Reddy and Y. Hari Prasad Reddy, “Business Taxation(Goods & Services Tax- GST)”, Margham Publications,2019.
2. CA G. Sekar and CA B. SaravanaPrasath, “Students Referencer on Indirect Taxes”, Wolters Kluwer



Unit No	Book Name	Page No
I	T.S.Reddy	1.2 - 1.10 1.18 - 1.23 2.1 - 2.2
	CA G.Sekar	1.3 - 1.6
II	T.S.Reddy	2.24 - 2.27
		2.7 - 2.9
		5.1 - 5.15
		6.1 - 6.20
III	T.S.Reddy	4.1 - 4.18
		7.1 - 7.18 7.23 - 7.29 8.6 - 8.9
IV	T.S.Reddy	7.24 - 7.71 9.1 - 9.9
		V

REFERENCE BOOKS:

1. Radhakrishnan, P. Indirect Taxation, 3rd Edition, Kalyani Publishers, New Delhi. 2016
2. Prof.Praveen B. Patil and Prof. Mubin A. Sayyed, Goods and Services Tax-I and II, First Edition, Sri Sai Publication, Belagavi, 2018.
3. CA.Pushendra Sisodia, Bharat's Handbook on Goods & Services Tax(GST) for CA Inter/IPCC

e-RESOURCES:

1. www.gst.gov.in.
2. <https://books.google.co.in/books?id=xmUyCgAAQBAJ&printsec=frontcover&ddq=indirect+taxation&hl=en&andsa=X&ved=0ahUKEwjly9K8w6rbAhUJPI8KHcTOB4AQ6AEIMjAC#v=onepage&q=indirect%20taxation&df=false>
3. https://www.icai.org/post.html?post_id=17822
4. <https://icmai.in/upload/students/syllabus2016/inter/paper-11-Jan2021.pdf>

MARKETING MANAGEMENT

Course Title : Marketing Management	Total Hours : 90 Hours
Course Code : P24CMC14	Total Credits : 4

COURSE OUTCOMES:

CO1:	Gain Knowledge on marketing and its importance.
CO2:	Understand market, planning and its related aspects.
CO3:	Understand buyer behaviour and models of buyer behaviour.



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CO4:	Analyse the product mix and price determination.
CO5:	Identify the physical distribution channels and promotional media.

Unit –I **18 Hours**
Marketing: Meaning – Importance – Marketing Management : Meaning – objectives – functions – Characteristics - Marketing Environment : Micro and Macro Environment.

Unit –II **18 Hours**
Marketing Planning:-Importance – Benefits – Marketing Planning Process -Market Segmentation: Definition – Criteria – Bases, Targeting & Positioning: Selection of Target markets – Evaluating market segments – Selecting market segment, Positioning- Marketing Research: Meaning – Objectives – Advantages – Types – Limitations.

Unit– III **18 Hours**
Managing Consumer Behaviour : Importance of studying Buyer behaviour – Types of Buyer – Determinants of consumer buying behaviour – Buying behavior Models – Buying process.

Unit –IV **18 Hours**
Managing Product Development: Product Life Cycle – Different stages – Management of PLC – New product development – Managing New product development – New Product Planning Process – Diversification – Elimination – Modification.Pricing – objectives – Factors – Determination of price.

Unit –V **18 Hours**
Managing Physical Distribution : Channels – Definition – Importance – Different Channels – Channel conflicts – Logistic management Promotion : Personal selling – Objectives - Qualities of good salesman : Sales promotion – Definition – Objectives – Importance – Advantages – Limitations : Advertising – Meaning – Objectives – Functions – Advertising Media.

TEXT BOOK:

1. R.S.N.Pillai– Marketing Management – S. Chand & Company Ltd. 2018

Unit I	7 – 11 51-53
Unit II	70-74 90-111 121-138
Unit III	151-155
Unit IV	207 – 217 219 – 223
Unit V	279 – 282 291 – 301 319 – 325 359, 364



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REFERENCE BOOKS:

1. Philip Kotler, Kevin Lane Keller – “Marketing Management” – Prentice Hall of India – New Delhi, 2018.
2. Dr.R.L.Varshney, Dr.S.L.Gupta – “Marketing Management” – Text and Cases – Sultan & Chand - New Delhi – 2008.
3. S.A. Sherlekar – “Marketing Management” – R.Krishnamoorthy, Concepts and Cases – Himalaya Publishing Company 2018.

e-RESOURCES:

1. <http://WWW.learn>
2. <https://WWW.slideshae.net>
3. <https://WWW.slideplayer.com>

Elective – ADVANCED COST ACCOUNTING

Course Title : Advanced Cost Accounting	Total Hours : 90 Hours
Course Code : P24CME11	Total Credits : 4

COURSE OUTCOMES:

Cos	CO STATEMENT
CO1	Examine the methods of costing suitable for homogeneous product.
CO2	Examine the methods of costing suitable for constructions project.
CO3	Utilize marginal costing techniques for price fixation and profit planning.
CO4	Analyse variances for enhancing last effectiveness.
CO5	Able to prepare various types of budgets.

UNIT I

18 Hours

Process Costing – Normal Loss – Abnormal Loss – Joint Product – By Product – Equivalent Production – Inter Process Profit.

UNIT II

18 Hours

Contract Costing – Contract account for more than one year – Profit from incomplete Contracts – Operating Costing.

UNIT III

18 Hours

Marginal costing – Difference between Marginal costing and traditional costing – Marginal Cost Statement – Contribution – Profit Volume Ratio – Break Even Point – Margin of Safety – Angle of Incidence – Managerial Decisions: Make or Buy – Product Mix – Key factor – Shut or Run – Price Quotations – Analysis of Changes in Profit.

UNIT IV

18 Hours

Budget – Budgetary Control System – Features – Elements – Types of Budget – Functional Budgets: Sales Budget, Material Purchase Budget, Cash Budget, Flexible Budget – Activity Ratios.



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UNIT V

18 Hours

Standard Costing – Setting Standards – Variance Analysis – Material Variance – Labour Variance – Overhead Variance – Sales Variance – Responsibility Accounting.

TEXT BOOK:

T.S. Reddy, “Cost Accounting” – Published by Margam Publications

UNIT	BOOK AND AUTHOR	PAGE NO
Unit I		10.1 – 10.84
Unit II	T.S. Reddy, “Cost Accounting” – Published by Margam Publications	7.8 -7.14, 7.28-7.65, 8.29 – 9.27
Unit III		11.1 – 11.94
Unit IV	R.S.N.Pillai&Bagavathi, “ Cost Accounting” – published by Sultan Chand & Brothers	564 – 590
Unit V		465 – 538, 634 -639

REFERENCE BOOKS:

1. R.S.N.Pillai&Bagavathi, “ Cost Accounting” – published by Sultan Chand & Brothers

e-RESOURCES:

1. <https://www.geeksforgeeks.org/difference-between-normal-loss-and-abnormal-loss/>
2. <https://www.ajnext.com/joint-products-and-by-products/>
3. <https://smartstudynotes.com/accounting-for-inter-process-profit/>
4. <https://umeschandracollege.ac.in/pdf/study-material/accountancy/CONTRACT-COSTING-with-illustration.pdf>
5. <https://www.coursesidekick.com/accounting/3741565>
6. <https://umeschandracollege.ac.in/pdf/study-material/accountancy/Budget-Budgetary-Control-Sem-IV.pdf>
7. <https://www.gc11.ac.in/uploads/elearning/Standard%20Costing-272259505.pdf>

Elective - LOGISTICS MANAGEMENT

Course Title : Logistics Management	Total Hours : 90 Hours
Course Code : P24CME12	Total Credits : 4

COURSE OUTCOMES:

Cos	CO STATEMENT
CO1	Understand the concept “Logistics” and Process and functions of Logistics Management.
CO2	Know how to establish a customer service strategy.
CO3	Acquaint with the knowledge of costing systems used in logistics costing.
CO4	Understand the major concepts in Global Logistics.
CO5	Understand the term “Reverse Logistics”, Process of designing an effective reverse Logistic system and the components of a reverse logistics system.



Unit 1 – INTRODUCTION OF LOGISTICS MANAGEMENT 18 Hours

Introduction – Nature and Concepts – Evolution of the Logistics Concept – Logistical Mission and strategic issues – Logistics in India – Growing Importance of Logistics Management – Logistical Competition Advantage – Strategic Logistics Planning Process - Operational Objectives -Components of Logistics Management – Functions of Logistics Management – Integrated Logistics Management.

Unit II – CUSTOMER SERVICE 18 Hours

The marketing and logistics interface - Customer service as a competitive weapon - Customer service and customer retention - Logistics customer service - Elements of customer service - Importance of logistics/supply chain customer service - Customer retention – Service -Driven logistics systems - Basic service capability - Value-added services - Customer satisfaction and success, Time-based logistics.

Unit III - MEASURING LOGISTICS COSTS 18 Hours

Logistics Costs- Total Cost Concept- Logistics Costing - Importance of Accurate Cost Data - Total Cost Analysis - Types of Cost Data Needed - The Concept of Total Cost Analysis- Principles of Logistics Costing - Logistics and the Bottom Line - Impact of Logistics on Shareholder Value - Customer Profitability Analysis- Customer Profitability Matrix - Direct Product Profitability - Determination of Direct Product Profit (DPP) -Cost Drivers and Activity Based Costing - Costing Methods.

Unit IV - GLOBAL LOGISTICS 18 Hours

The International Supply Chain/Global Supply Chain - Managing Global Logistics - Components of Global Logistics Management - Comparison of Domestic and International Logistics - The Impact of Global Logistics -The Global Logistics Management Process -Cost-Service Trade-off Analysis - Guidelines for Developing a Global Logistics Strategy - Environmental Analysis - Global Distribution - Global Distribution Channel Strategies, Management of Global Logistics - Global Logistics Strategies.

Unit V - REVERSE LOGISTICS 18 Hours

Reverse Logistics - Need for Reverse Logistics Systems- Types of Reverse Logistics - Outsourcing Reverse Logistics Requirements - Designing an Effective Reverse Logistics System, -Components of a Reverse Logistics System, Sub Systems of a Logistics/Supply Chain System, -System Design Considerations- Distribution Scheduling in a Reverse Logistics Company.

TEXT BOOK:

1. Logistics Management - K. ShridharaBhat - Himalaya Publishing House - Second Revised Edition – 2011
2. Dr.Dr. D.K. Agarwal -“Logistics Management” -, Macmillan Publishers Ltd., Reprint Edition 2009

UNIT	BOOK AND AUTHOR	PAGE NO
Unit 1	Logistics Management - Prof .Dr. D.K. Aarwal - Reprint Edition 2009, Macmillan Publishers Ltd.,	3 - 42



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Unit II	Logistics and supply chain management - K.ShridharaBhat, First Edition 2009, Himalaya Publishing House Pvt Ltd.,	93 – 107
Unit III	Logistics management – K.ShridharaBhat - second revised edition - 2011	263-294
Unit IV	Logistics management – K.ShridharaBhat - second revised edition - 2011	308-326
Unit V	Logistics management – K.ShridharaBhat - second revised edition - 2011	329-344

REFERENCE BOOKS:

1. V.V.Sople – “Logistics Management” – Published by Dorling Kindersley (India) Pvt Ltd- Pearson, Second Edition –2010
2. K.ShridharaBhat - “Logistics and Supply Chain Management” – Himalaya Publishing House – First Edition 2009

e-RESOURCES:

1. <https://youtu.be/IFohWzdZGNg>
2. <https://youtu.be/t1uNR4cBmBw?list=TLPQMjYxMjIwMjF9AdPrX7WQzA>
3. <https://youtu.be/ATPZcrZP06A?list=TLPQMjYxMjIwMjF9AdPrX7WQzA>
4. <https://youtu.be/tJdGYIkDP7E?list=TLPQMjYxMjIwMjF9AdPrX7WQzA>

II SEMESTER

STATISTICS FOR RESEARCH

Course Title: Statistics for Research	Total Hours : 90 Hours
Course Code: P24CMC21	Total Credits : 5

Composition of Course: 20% Theory & 80 % Problems

COURSE OUTCOMES:

CO	CO STATEMENT
CO1	Apply correlation and regression analysis in the real life.
CO2	Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis.
CO1	Become aware of the concepts in sampling, sampling distributions and estimation.
CO2	Understand the meaning and process of hypothesis testing including one-sample and two-sample tests.
CO5	Appreciate the importance and application of non-parametric tests in hypothesis testing.



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Unit– I

18 Hours

Correlation Analysis: Significance – Correlation Vs Causation – Types of Correlation – Karl Pearson's coefficient – Interpreting coefficient of Correlation – Probable Error of coefficient of Correlation – Coefficient of Determination – Properties of the coefficient of Correlation – Rank Correlation Coefficient.

Unit –II

18 Hours

Regression Analysis: Meaning and uses – Correlation Vs Regression – Regression equations – Properties of Regression Coefficient – Standard Error of Estimate.

Unit –III

18 Hours

Testing of Hypothesis: Meaning, Procedures – Type I Error and Type II Error – Two tailed and one tailed tests – Z Test – t-Test.

Unit –IV

18 Hours

Chi Square Test: Properties, Uses, Conditions for applying Chi Square Test – Goodness of Fit Test, Test of Independence.

Unit –V

18 Hours

F Test – Analysis of Variance: Assumptions, Uses, One way classification and Two way classification.

TEXT BOOK:

1. R S N Pillai Bagavathi, "Statistics - Theory and Practice" S.Chand publishing, 2019
2. S.P Gupta & M.P Gupta "Business Statistics", Sultan chand&sons publishing, 2018.

Unit	Book & Author	Page No.
Unit I	R S N Pillai Bagavathi, " Statistics- theory and practice" S.Chand publishing, 2019	396-438
Unit II	R S N Pillai Bagavathi, " Statistics- theory and practice" S.Chand publishing, 2019	465-510
Unit III	S.P Gupta & M.P Gupta "Business Statistics", Sultan chand&sons publishing, 2018	409- 541
Unit IV	R S N Pillai Bagavathi, " Statistics- theory and practice" S.Chand publishing, 2019	847 - 864
Unit V	S.P Gupta & M.P Gupta "Business Statistics", Sultan chand&sons publishing, 2018	576- 588

REFERENCE BOOKS:

1. Sanchetti and Kapoor, "Advanced Statistical methods", Sultan Chand, 2014.
2. S.C Gupta, "Statistics", Himalaya Publishing House, 2013.

e-RESOURCES:

1. https://www.youtube.com/watch?v=_v2PkLszeK8
2. <https://www.youtube.com/watch?v=q3PHXsY5I0g>
3. <https://www.youtube.com/watch?v=a4HxPMdV7Cw>
4. <https://www.youtube.com/watch?v=sTjoBPN6on4>
5. <https://www.youtube.com/watch?v=zmyh7nCjmsg>



6. <https://www.youtube.com/watch?v=wLXdohxVwbg>
7. <https://www.youtube.com/watch?v=Nm8HD49Kyws>
8. <https://www.youtube.com/watch?v=h5Glm738j84>
9. <https://www.youtube.com/watch?v=7eTO7faJqSg>
10. <https://www.youtube.com/watch?v=7Nt-PeITLbY>
11. <https://www.youtube.com/watch?v=xMtmhctKyOU>

ACCOUNTING FOR BUSINESS DECISIONS

Course Title :Accounting for Business Decisions	Total Hours : 75
Course Code : P23CMC22	Total Credits : 4

Composition of Course:**20% Theory and 80% Problem**

COURSE OUTCOMES:

CO	CO STATEMENT
CO1	Clearly understand the concepts of Financial statement, Cash Flow Statement, Marginal Costing, Budgetary Control and Standard Costing.
CO2	Aquaint with the types of Ratios, Cash Flow Activities, budgets.
CO3	Analyse the financial position of a business, Cash Flow, Cost / Volume / Profit, Master Budget.
CO4	Interpret the results of Ratios, Cash Flow activities, Contribution, Functional Budget and Standard Costing.
CO5	Solve the Managerial Problems by adopting the techniques of Management Accounting.

Unit –I Financial Statements and Ratio Analysis

15 Hours

Financial Statements: Meaning – Nature – Importance – Limitations, Tools of Financial Statement Analysis: Comparative Statement – Common Size Statement – Trend Analysis – Ratio Analysis: Meaning – Significance – Limitations - Types of Ratios: Liquidity Ratios – Solvency Ratios – Coverage Ratios – Activity Ratios – Profitability Ratios.

Unit –II Cash Flow Analysis

15 Hours

Cash Flow Statement (AS 3): Meaning – Objectives – Scope – Uses – Limitations - Classification of Cash Flows: Cash Flow from operating activities, Investing activities and Financial activities, Preparation and presentation of Cash Flow Statement.

Unit – III Marginal Costing

15 Hours

Marginal Costing: Meaning – Features – Advantages – Limitations - Difference between Absorption costing and Marginal Costing - Income determination under Absorption costing and Marginal Costing, Cost Volume Profit analysis – Contribution – P/V ratio – Break Even Point - Margin of Safety - Applications of Marginal Costing.

Unit - IV Budgetary Control

15 Hours

Budget: Meaning – Need – Difference between Budget and Forecast - Budgetary Control: Definition – Objectives – Features – Advantages – Limitations - Organization for Budget control: Budget manual – Budget Period – Key factor - Classification of Budgets,



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Preparation of Budgets: Sales Budget – Production Budget – Purchase Budget – Cash Budget – Flexible Budget.

Unit – V Standard Costing **15 Hours**

Standard Costing: Setting Standards – Material Variance – Labour Variance – Overhead Variance – Sales Variance

TEXT BOOK:

- R.S.N.PillaiBagavathi, Management Accounting, S.Chand Publication, 2019.

Unit	Book Title & Author Name	Page No.
I	R.S.N.PillaiBagavathi, Management Accounting, S.Chand Publication, 2019.	31 – 54, 55 - 160
II		262 - 321.
III		362 – 454.
IV		564 - 599.
V		455 – 464

REFERENCE BOOKS:

- Dr. S.N .Maheswari, “Management Accounting” Kalyani Publishers, 2018.
- T.S. Reddy, Dr. Y. Hari Prasad Reddy, “Management Accounting”, Margham Publications, 2019.

e- RESOURCES:

- <https://www.slideshare.net/mmubasharali/ratio-analysis-ppt>
- https://www.slideshare.net/suri100/budget-budgetory-control?qid=57256003-4ffb-4677-87b6-dc4d8f496702&v=&b=&from_search=6
- https://www.slideshare.net/NaveenKumarsaini1/cash-flow-statement-39044863?qid=6005b77e-29f0-4346-a9ad-f0ebfe4cadfe&v=&b=&from_search=2
- https://www.slideshare.net/ashwinprince/marginal-costing-76600091?qid=ad61233e-3880-4caa-a863-e0c1293d4007&v=&b=&from_search=5

PRODUCTION MANAGEMENT

Course Title : Production Management	Total Hours : 75
Course Code : P23CMC23	Total Credits : 4

COURSE OUTCOMES:

CO	CO STATEMENT
CO1	Understand the overall process of Production Management.
CO2	Analyze the Production system and methods.
CO3	Understand the production routing and scheduling.
CO4	Gain Knowledge on production dispatch and orientation on the follow up.
CO5	Understand the system of maintenance management.



Unit –I:

15 Hours

Concept of Production / operations: Production as a system – Production as organization function – Production as conversion process – Production as the creation of utilities – Components of production function - Production procedure - Organization for production – Production Management – Definition – Scope - Historical development - Functions and responsibilities of a production manager – Production management strategies – Decisions involved in production management –Problems of production management.

Unit –II:

15 Hours

Production systems and Methods: Continuous production system – Characteristics – Types – Mass production – Process production –Assembly production – Advantages and Disadvantages of continuous production system –Suitability of continuous production system – Intermittent production system – Characteristics – Types of Intermittent production – Advantages and Disadvantages of intermittent production - Job or unit production – Characteristics of Job production – Advantages and Disadvantages of Job production - Batch production – Characteristics of Batch production – Merits and Demerits of Batch production –Suitability of batch production system.

Unit –III:

15 Hours

Production Routing and Scheduling: Production routing - Definition – Importance of routing – Routing procedure – Preparation of route sheet – Factors affecting routing procedure – Production scheduling : Definition – Basic scheduling problem – Objective of scheduling - Forms of scheduling – Inputs of scheduling – Drawing Job scheduling – Load schedule or load chart – Factors influencing scheduling – Procedure for scheduling – Reducing scheduling problems – Relationship between Routing and scheduling.

Unit– IV:

15 Hours

Despatching and Follow up: Despatching : Definition – Principal functions of despatching – Despatching procedures – Common forms Raised by despatcher – Despatching Rules – Performance of despatching Functions – Production follow up – Need for follower – Qualities of Follow up person – Problems of follow up – Types of follow up – Causes of production delay – Preventing production delays.

Unit –V:

15 Hours

Maintenance Management : Maintenance System – Areas – Objectives – Advantages of maintenance management – Requirements for efficient maintenance management – Maintenance policies – Types of maintenance – Break – Down maintenance – Typical causes of equipment breakdown – Objectives – Disadvantages – Suitability - Preventive maintenance – Preventive maintenance of plant services – Form of preventive maintenance – Elements – Strategies – Objective – Advantages – Limitation - Organization of maintenance – Centralized versus Decentralized organization.

TEXT BOOK:

1. P. Saravanavel, S. Sumathi, “Production and Material Management”, Margham Publications, 2016.

Unit I	Production and Material Management – P. Saravanavel, S. Sumathi	1.1 to 1.20
Unit II	Production and Material Management – P. Saravanavel, S. Sumathi	2.1 to 2.20



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Unit III	Production and Material Management – P. Saravanel, S. Sumathi	14.1 to 14.13
Unit IV	Production and Material Management – P. Saravanel, S. Sumathi	15.1 to 15.8
Unit V	Production and Material Management – P. Saravanel, S. Sumathi	16.1 to 16.24

REFERENCE BOOKS:

1. Goel, B.S., “Productions and Operations Management”, PragatiPrakashan Publications, New Delhi, 2011
2. Dr.S.Anil Kumar, N. Suresh, “Productions and Operations Management”, New Age International Publishers, 2009.
3. Aswathappa A.K, SridharaBhat. K, “Production Management”, Himalaya Publications House, New Delhi, 2010
4. PaneerSelvam, “Productions and Operations Management”, Prentice Hall of India, New Delhi, 2011

e- RESOURCES:

1. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
2. <http://www.nitc.ac.in/app/webroot/img/upload/Production%20Management%20Module%201%20Course%20notes.pdf>
3. https://www.agri-bm.kkwagh.edu.in/uploads/department_course/NOTES_OF_ABM-357.pdf
4. <https://ddceutkal.ac.in/Syllabus/MBA-BOOK/Production-Operation-Management.pdf>
5. <https://www.geektonight.com/production-management-pdf/>

BANKING OPERATIONS AND TECHNOLOGY

Course Title : Banking Operations and Technology	Total Hours : 75 Hours
Course Code : P23CMC24	Total Credits: 4

COURSE OUTCOMES:

COs	CO STATEMENT
CO1	Gain knowledge on Retail banking product and services.
CO2	Understand the features of various Wholesale banking products and services
CO3	Familiarize with various types of banking services using Information Technology.
CO4	Gain knowledge on various Fund transfers using Information Technology.
CO5	Understand the privacy, security and cyber issues in online banking.

Unit – I:

15 Hours

Retail Banking: Meaning – Prospectus of Retail banking in India – Drivers of Retail banking in India – Retail Deposits: Current Deposits, Saving Deposits and Term Deposits, Retail Loans: Credit Cards – Home Loans – Consumer Loan – Personal Loan.



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Unit – II: **15 Hours**
Whole Sale Banking: Meaning – Key Features – Products and Services – International Banking: Services to Exporters – Services to Importers, Factoring: Meaning – Types – Advantages, Forfeiting: Meaning – Process – Advantages – Factoring Vs Forfeiting.

Unit – III: **15 Hours**
Mobile Banking: Advantages and Disadvantages – Internet Banking: Features – Advantages and Disadvantages – Tele Banking and Home Banking, MICR Technology – OCR Technology – Cheque Truncation System (CTS).

Unit – IV: **15 Hours**
Electronic Fund Transfer – Electronic Payment System – Electronic Clearing System – E-cash, E-Purse, E-Cards : Debit Card, Smart Card, Credit Card – Advantages and Issues – SWIFT – RTGS – NEFT – IMPS.

Unit – V: **15 Hours**
Privacy and Security – Data Management and Privacy – Protecting confidentiality and Secrecy of Data – Encryption – Cyber Laws and its implementation – Cyber issues in Online Transaction.

TEXT BOOKS:

1. Dr.A.Rama, A.Aruna Devi - Banking Technology
2. N.K. Gupta, Principles and Practices of Banking, IBC Academy, 2021

Unit I	Principles and Practices of Banking – N.K. Gupta, IBC Academy, 2021	34 – 36 190 – 192 329 - 341
Unit II	Principles and Practices of Banking – N.K. Gupta, IBC Academy, 2021	37 – 40 109 – 114
Unit III	Banking Technology – Dr.A.Rama – A.Aruna Devi	42 – 78
Unit VI	Banking Technology – Dr.A.Rama – A.Aruna Devi	83 – 129
Unit V	Banking Technology – Dr.A.Rama – A.Aruna Devi	176 – 210

REFERENCE BOOKS:

1. Naidu.C.A.S– Information Technology in Indian Commercial Banks, NIBM Pune.
2. Electronic Banking and Information Technology–IIB

e – RESOURCES:

1. <https://books.google.co.in/books?id=WUxmA9RjRawC&printsec=frontcover&dq=II BF+Books&hl=en&sa=X&ved=0ahUKEwjL24r0wPLYAhVKyWMKHVn1CbMQ6 AEIJzAA#v=onepage&q=IIBF%20Books&f=false>
2. <https://www.businessinsider.com/future-of-banking-technology?IR=T>
3. <https://indiafreenotes.com/bangalore-university-it6-6-banking-technology-and-management/>



RESEARCH METHODOLOGY

Course Title : Research Methodology	Total Hours : 75 Hours
Course Code : P24CMC25	Total Credits: 4

COURSE OUTCOMES:

COs	CO STATEMENT
CO1	Understand the conceptual framework of research design.
CO2	Analyse the sampling design and procedure.
CO3	Familiarise with sources and methods of data collection.
CO4	Appraise the various techniques of research
CO5	Design and prepare the research reports.

Unit – I: 15 Hours

Research: Meaning – Types of Research – Significance of research - Criteria of good research – Research problem: Meaning - Selection of Research Problem – Techniques involved in defining a research Problem – Research Design : Meaning – concepts – Types of research design- Research process.

Unit – II: 15 Hours

Sampling: Introduction – Advantages – Limitations – Theoretical Basis of Sampling – Steps in Sampling - Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling, Area Sampling, Multi – Phase Sampling, Replicated Sampling - Non – Probability Sampling: Types - Sampling Error - Non – Sampling Errors.

Unit – III: 15 Hours

Collection of Data: Methods of Collecting Primary Data: Observation, Interview, Telephone Interview and Mail Surveys - Tools for Collection of primary data: Tests, Cumulative Records Cards, Questionnaire / Interview Schedule; Pre – Testing the Questionnaire and Pilot Study; Secondary data - Significance of Secondary Data – Sources of Secondary Data.

Unit – IV: 15 Hours

Analysis and Interpretation of Data: Data Processing – Editing – Coding – Tabulation – Method of Tabulation – Diagrams and Charts - Hypothesis –Types – Qualities of good Hypothesis – Testing of Hypothesis.

Unit – V: 15 Hours

Research Report – Meaning – Types of Reports - Steps in Drafting a Research Reports: Preparation, Arrangements of Ideas, Writing and Revision - Contents of a Report: Title Page, Preface, Table of Contents, List of Tables and List of Figures - Body of the Report: Introduction, Main Body of the Report and Conclusion – Reference - Bibliography and Appendix.

TEXT BOOKS:

1. Kothari, C.R., “Research Methodology”, Fourth Edition, New Age International Publishers, New Delhi, 2015.



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2. Thanulingom, N., “Research Methodology”, Sixth Edition, Himalaya Publishing House, Mumbai, 2012.

Unit I	Kothari, C.R., “Research Methodology”, Fourth Edition, New Age International Publishers, New Delhi, 2015.	1 - 7 10 – 21 24 – 29 31 - 39
Unit II	Thanulingom, N., “Research Methodology”, Sixth Edition, Himalaya Publishing House, Mumbai, 2012.	102 - 114
Unit III		62 – 72 80 – 81 82 - 97
Unit IV		127 - 134
Unit V		142- 154

REFERENCE BOOKS:

1. Agarwal, B.L., “Basic Statistics”, Sixth Edition, New Age International Publishers, New Delhi, 2015.
1. Deepak C. and Neena, S., “Research Methodology: Concepts and Cases”, Second Edition, Vikas Publishing House Pvt. Ltd., New Delhi, 2018.
2. Gupta. S.P., “Statistical Methods”, Forty-fifth Edition, Sultan Chand and Sons, New Delhi, 2016.
3. Kapoor, V.K., “Statistics: Problems and Solutions”, Eighth Edition, Sultan Chand and Sons, New Delhi, 2016.
4. Murry, R., Spiegel, Larry, J. and Stephens, “Theory and Problems of Statistics”, Third Edition, Tata McGraw – Hill Publishing Co. Ltd., New Delhi, 2017.
5. Panneerselvam, R., “Research Methodology”, Eleventh Edition, PHI Learning Pvt. Ltd., New Delhi, 2016.
6. Pillai, R.S.N. and Bhagavathi., “Statistics - Theory and Practice”, Ninth Edition, S. Chand & Co. Ltd., New Delhi, 2017.

e- RESOURCES:

1. https://www.bcps.org/offices/lis/researchcourse/statistics_role.html
2. <https://www.mheducation.co.uk/openup/chapters/9780335227242.pdf>
3. onlinelibrary.wiley.com/doi/10.1002/0471477435.fmatter/pdf
4. www.statisticslectures.com/
5. <http://www.textbooksfree.org/Statistics%20Video%20Lectures.html>

MARKETING MANAGEMENT

Course Title : Marketing Management (NME)	Total Hours : 60 Hours
Course Code : P24CMN21	Total Credits :4

COURSE OUTCOMES:

COs	CO STATEMENT
CO1	Understand the concepts of marketing management, various elements of marketing mix.



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CO2	Analyze marketing services, the strategies for various marketing mix.
CO3	Identify the contemporary issues in marketing and make decisions on product, price and promotion.
CO4	Analyze the pricing methods, promotion and select the suitable distribution Channel.
CO5	Select the appropriate market segment and evaluate the product positioning, branding and packaging.

Unit –I **12 Hours**
Marketing Management: Market - Classification of market; Marketing – Meaning – Definition – Objectives – Importance – Functions - Modern Marketing Concept - Marketing Vs. Selling – Role of Marketing in Economic Development; Marketing Mix – Definition - Concepts.

Unit –II **12 Hours**
Product Management: Product – Meaning – Classification; Product Mix – Goals - Strategies Product Line; New Product - Product Life Cycle – Stages – Advantages - Planning Process; Product diversification - Modification - Failure.

Unit –III **12 Hours**
Price Management: Price – Importance of price - Pricing objectives - Factors influencing Price Determination - Procedure for Price Determination - Kinds of pricing.

Unit –IV **12 Hours**
Distribution Management: Marketing Channels – Functions - Importance - Types of Channels – Manufacture – Wholesaler – Retailer; Direct Marketing – Advantage – Disadvantages – New channels : Mail Order, Teleshopping, Online Marketing – Social Media Marketing.

Unit –V **12 Hours**
Promotion Management: Promotion – Meaning - Promotion Mix – Advertisement: Meaning – Types – Media – Advantages and Disadvantages; Personnel Selling: Meaning, Features, Types of Salesman ; Sales Promotion: Meaning - Types.

TEXT BOOK:

1. R.S.N. Pillai and Bagavathi, “Marketing Management”, S. Chand Publications, 2018 Reprint

Unit	Book	Page No
I	R.S.N. Pillai and Bagavathi, “Marketing Management”, S. Chand Publications, 2018 Reprint.	3 – 8; 10 – 17; 23 – 26.
II		190 – 191; 195- 201; 206 – 217.
III		219 – 230
IV		428 – 436; 484 – 488.
V		278 – 282; 293, 302 -304, 310

REFERENCE BOOKS:

1. Sherlekar S.A., and Krishnamoorthy R., (2019), Marketing Management – Concepts and Cases, Himalaya Publishing House, Mumbai, Fourteenth Revised and Enlarged Edition, Reprint.



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2. Gupta C.B., and Rajan Nair N., (2018), Marketing Management - Text and Cases, Sultan Chand & Sons Educational Publishers, New Delhi, Nineteenth Thoroughly Revised Edition.
3. Sontakki C.N., (2017), Marketing Management - In the Indian Background, Kalyani Publishers, Ludhiana, Seventh Revised and Enlarged Edition, Reprint.
4. Philip Kotler (2013), Principles of Marketing , Pearson Publication
5. Thirunavukkarasu R. and Ramaingam L.P. (2018), Merit India Publication, Madurai, Seventh Edition.
6. RajanSaxena (2009), Marketing Management, Tata McGraw Hill Education Private Limited, New Delhi, Fourth Edition
7. Arun Kumar and Meenakshi N (2008) Marketing Management, Vikas Publication Housing Pvt Ltd., Noida, Revised Edition.

e- RESOURCES:

1. <https://nptel.ac.in/courses/110/104/110104068/>
 2. <https://www.youtube.com/watch?v=qeD9ohWPShs>
 4. [https://studentzone-ngasce.nmims.edu/content/Marketing %20Management /Marketing_Management_ZOSMLuTCjy.pdf](https://studentzone-ngasce.nmims.edu/content/Marketing%20Management/Marketing_Management_ZOSMLuTCjy.pdf)
 5. <https://www.slideshare.net/yatinsharma712/marketing-management-complete-ppt>
 6. [http://eprints.stiperdharmawacana.ac.id/24/1/%5BPhillip_Kotler% 5D_Marketing_Management_14th_Edition%28BookFi%29.pdf](http://eprints.stiperdharmawacana.ac.id/24/1/%5BPhillip_Kotler%5D_Marketing_Management_14th_Edition%28BookFi%29.pdf)
 7. [https://ebooks.lpude.in/commerce/mcom/term_2/DCOM405_DMGT408_ MARKETING_MANAGEMENT_DMGT203_ESSENTIALS_OF_ MARKETING.pdf](https://ebooks.lpude.in/commerce/mcom/term_2/DCOM405_DMGT408_MARKETING_MANAGEMENT_DMGT203_ESSENTIALS_OF_MARKETING.pdf)
 8. [https://books.google.co.in/books?id=v5IrDAAAQBAJ&printsec=copyright #v=onepage&q&f=false](https://books.google.co.in/books?id=v5IrDAAAQBAJ&printsec=copyright#v=onepage&q&f=false)
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