

Name of Course: M.Com. (Major in Management)

Semester – I

Strategic Management (MCM 1.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objectives:			
<ol style="list-style-type: none"> 1. To provide students with an idea of the concept of strategy and understand the basic concepts and principles of strategic management. 2. To analyze the internal and external environment of business. 3. To help them for strategy formulation and strategy implementation. 4. To analyze corporate strategies for achieving strong presence in the global context. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Help in understanding and exposing to various perspectives and concepts in the field of Strategic Management. 2. Help develop skills for applying these concepts to the solution of business problems through environmental analysis. 3. Develop and prepare organizational strategies that will be effective for the current business environment. 4. Devise strategic approaches to managing a business successfully in a global context. 			
Unit	Content		
I	Introduction to Strategic Management: Introduction, Definition, Characteristics, Importance and elements- Strategic Management, Strategic Management Process, Difference between Policy, Strategy and Tactics, Organizational Objectives- hierarchy of objectives, Setting of objectives, Process of setting objectives, SWOT analysis.		
II	Environment Analysis: Definition, Characteristics and importance of a Vision and Mission statement, External environment of a firm- Definition and Components, Internal environment of a firm- Definition and Components. Environmental Scanning-Definition and process of environmental scanning of a firm, Synergy- Types and benefits of synergy.		
III	Strategy Formulation and Implementation: Portfolio approach and analysis- Definition, Characteristics, advantages and disadvantages, BCG Matrix, GE matrix, Strategic Business Units- Concept, Nature, Merits and demerits, Strategy Implementation- meaning and definition, nature, process, strategic leadership, functions of strategic leader, power and politics, bases of power.		
IV	Types of Strategies: Corporate Strategy- types- Stability, expansion, retrenchment and combination strategy- merits and demerits; Growth Strategies expansion strategies- Integration and diversification- types of integration and diversification; defensive strategies- turnaround strategies, divestment, bankruptcy, liquidation- types, global strategy- types, New market entry strategies.		
Books Recommended:			
<ol style="list-style-type: none"> 1. Business Environment for Strategic Management, Dr. Aswathappa, Tata McGraw Hill. 2. Business Policy and Strategic Management, Subbarao, HPH. 3. Strategic Management an Integrated Approach, Charles W.L Hill and Gareth R. Jones, Cengage Learning 4. Business Policy and Strategic Management, Azhar Kazmi, Tata McGraw Hill 5. Strategic Management and Business Policy, C. Appa Rao, Excel Books. 6. Business Policy and Strategic Planning and Management, Ghosh P.K., Tata McGraw Hill. 7. Strategic Management, Pillai, Jaico Pub. 8. Business Policy and Strategic Management, Lawrence, Tata McGraw Hill. 9. Business Policy and Strategic Management, Sathyashekar : I.K International Publishing House Pvt. Ltd. 			

Name of Course: M.Com. (Major in Management)

Semester – I

Securities Analysis and Portfolio Management (MCM 1.2)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objective: <ol style="list-style-type: none"> 1. To provide the students a comprehensive introduction to the area of securities analysis and Portfolio Management. 2. To provide students a comprehensive introduction to the areas of security analysis and portfolio management. 3. To equip Students with advanced tools and techniques for making profitable investment decisions. 4. To familiarize students with the Contemporary concepts and methods involved in Portfolio and Risk Management. 			
Learning Outcome: <ol style="list-style-type: none"> 1. Students will be able to understand valuation of Securities. 2. Students will know and able to analysis the equity & technical Analysis of company. 3. Students will understand the Risk & return analysis and Portfolio Management. 4. Students will know about CAPM and APT. 			
Unit	Content		
I	Valuation of Securities: Bond Valuation Types of Bonds - Dated Securities and Zero-Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. Shares valuation – Features of equity, valuation of shares asset backing method, EPS method, Market value, yield based methods, Fair value of shares, Dividend discount models – with constant dividend, with constant growth, multi stage growth models, P/E based valuation.		
II	Equity analysis: Concept, process, Economy analysis, sector analysis, company analysis, Industry Analysis, Fundamental Analysis. Technical analysis: Dow Theory, EMH, Random walk Hypothesis, Indian Markets and Efficiency Charts – Line Charts, Bar Charts, Japanese Candle stick Chart.		
III	Portfolio Management: Meaning of Portfolio, Selection and Evaluation, Portfolio risk and return, Concept of efficient frontier & optimum portfolio. Portfolio Analysis- Reasons to hold Portfolio. Risk Measurement: Standard Deviation- Meaning of Beta- Use of beta in estimating returns. Risk & return- Meaning Definition and Types (Systematic risk & Unsystematic risk)		
IV	Capital Asset Pricing Model (CAPM): Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Evaluation of securities- Present validity of CAPM. Arbitrage Pricing Theory (APT), APT- Model and equation.		
Books Recommended: <ol style="list-style-type: none"> 1. Securities Analysis & Portfolio Management, Fischer D.E. & Jordan R. J., Pearson Education. 2. Investment Analysis and Portfolio Management, Frank K Reilly & Keith C Brown, Cenage India Pvt Ltd. 3. Financial Management, Ravi Kishore ,Taxmann's, New Delhi. 4. Portfolio Management, Devin S., Prentice Hall 5. Security Analysis and Portfolio Management, P. Chapter havathy Pandian, Vikas Publishing House Pvt. Ltd. 			

Name of Course: M.Com. (Major in Management)

Semester – I

Startup and Venture Capital Management (MCM 1.3)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objective: <ol style="list-style-type: none">1. To understand the concepts of Startup and roles of various parties involved2. To analyze the opportunities and explain role of Government into promoting Start-Ups3. To learn various concepts of Venture Capital4. To know the working mechanism of the Venture Capital Financing			
Learning Outcome: <ol style="list-style-type: none">1. Explain the definition of Startup and identify the roles of Startups, Entrepreneurs and Government2. List the pillars of Startups and elaborate various schemes of Govt.3. Describe the working mechanism of Venture Capital4. List the challenges faced by Venture Investors and discuss the legal framework for Venture Financing			
Unit	Content		
I	Introduction to Startups: Definition, Need, Scope & Objectives of Startups; Evolution and Growth of Startups in India; Role of entrepreneurs in Creating Startups; Role of Startups in Indian Economy; Various stages of building a Startup; Introduction to Investors, Incubators and Mentors		
II	Opportunities in Startup: An overview of Startup Industry in India; Objectives & Three pillars of Start-up India Campaign; A brief introduction to Various Schemes and Policies of Startup India; Registration Process for Startup India schemes; Overview of Startup India Investor Connect Portal; Concept of Startup Ecosystem		
III	Introduction to Venture Capital: Meaning, Characteristics & Need of Venture Capital; Advantages and Disadvantages of Venture Capital Investment; Difference between Venture Capital and Private Equity; Types of Venture Capital; Stages of Venture Capital Financing; Exit Strategies; Structure of Venture Capital funds in India		
IV	Venture Financing: Venture Capital Management Companies; Sources of Funds; Various Funding Agencies; Challenges faced by venture capital investors; Franchising – Meaning, Opportunities and challenges; Legal Framework of Venture Capital Investment in India – SEBI Guidelines for Venture Capital.		
Books Recommended:			
<ol style="list-style-type: none">1. Starting, Developing and Managing a New Enterprise, Hishrich., Peters, Entrepreneurship: Irwin2. Launching New Ventures: An Entrepreneurial Approach, Allen, K.R., Cengage Learning, Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India.3. Venture Capital and Indian Economy: Funding Guide Start-Up to Scale-Up, Dr. P. C. Gupta, Scriptor Publication4. Banking and Financial Services, Dr. Mukund Sharma, Himalaya Publishing House			

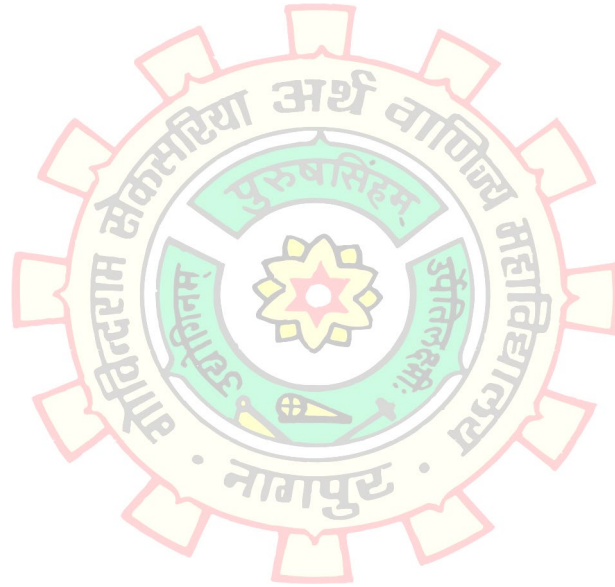
Name of Course: M.Com. (Major in Management)

Semester – I

Retail Management (MCM 1.4.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Elective
<p>Objective:</p> <ol style="list-style-type: none"> 1. To understand the ways of building blocks of a winning sales force and enduring in retail environment. 2. To understand the framework to diagnose and address retail sales issues in the new marketing environment. 3. To learn how to design the company specific module for the betterment of retailers. 4. To familiarize students with how new retailing channels impact sales force structure, size and deployment and channel partner decisions. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Familiarize the students with the management and dynamics of retail trade. 2. Understanding of the retail history and its function that modern retail formats apply. 3. Buying process, retail market strategy and target market. 4. Understand the growth strategy of retailing. 5. Choose retail location and its evaluation, also Inventory management, Warehousing, Logistics in Supply Chain Management. 			
Unit	Content		
I	<p>Introduction to Retailing: Definition – functions of retailing - types of retailing–forms of retailing based on ownership. Economic Significance, Opportunities in Retailing, Retail Management Decision Process. Retail theories – Wheel of Retailing – Retail life cycle.</p> <p>Types of Retailers: Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.</p>		
II	<p>Retailing in India: Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India. Retailing from the International perspective</p> <p>Retail Planning Process – Factors to consider – Preparing a complete business plan – implementation – risk analysis. Choice of Store location – Influencing Factors, Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations - Inventory management – Merchandise Management – Category Management.</p>		
III	<p>Managing The Store: Store Management Responsibilities, Recruiting & Selecting Store Employees, Socialising & Training New Store Employees Motivating, Managing & Evaluating Store Employees.</p> <p>Store Layout, Design & Visual Merchandising: Objectives of Good Store Design, Store Layout. Space Planning and Merchandise Presentation Techniques. Atmospherics.</p>		
IV	<p>Customer Service: Strategic Advantages through Customer Service, Customer Evaluation of Service Quality, GAPS Model for Improving Retail Service Quality.</p> <p>Application of IT to Retailing: Growing Role of IT in Retailing, IT for Competitive Advantage, Data Mining, Database Marketing, Business Intelligence.</p> <p>International Retailing: International Retail Structures, Multi Chain Integration.</p>		
Books Recommended:			
<ol style="list-style-type: none"> 1. Retail Management – A Strategic Approach: Barry Bermans and Joel Evans, 8th edition, PHI Private Limited, New Delhi, 2002. 2. Retail Management: Suja Nair: HPH. 3. The Art of Retailing: A.J. Lamba, 1st edition, Tata McGrawHill, New Delhi, 2003. 4. Retailing Management: Swapna Pradhan, 2/e, 2007 & 2008, TMH 5. Retail Management: K. Venkatramana, SHBP. 6. Retail Marketing: A. Siva Kumar; Excel Books. 			

7. **Integrated Retail Management James:** R. Ogden & Denise T. Ogden, , Biztantra Cengage Learning, 2007.

8. **Retail Managemen:** R.S. Tiwari : HPH



Name of Course: M.Com. (Major in Management)

Semester – I

Hospitality Management (MCM 1.4.2)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Elective
Objective:			
<ol style="list-style-type: none"> To develop an understanding of various operations, importance of the hospitality business, and the functions of management in running it. To enable students to describe and explain professional skills required in hospitality. 			
Learning Outcome:			
<ol style="list-style-type: none"> Students will come to know the basic concept of hospitality Management. Students will get equipped with the knowledge of hospitality management and the services offered. It will enable candidates to distinguish between different departments and to explain basic functions. Students will learn to identify the emerging trends in hospitality establishments. 			
Unit	Content		
I	Introduction to Hospitality Management: Meaning and Definitions of Hospitality, Hospitality and its origin, Importance of Hospitality, The Environment & Objectives of Hospitality Industry, Soft Skills in Hospitality, Hospitality Based English: Meeting and greeting phrases used in operational areas (patience, respect, tolerance); Information Technology in Hospitality Management, Five major segments: Food, Lodging, Travel, Tourism and Recreation		
II	Departmental Structure : Administrative and Human Resources, Accounting and Finance Control, maintenance, front desk operations, guest services, housekeeping, linen and uniforms, kitchen and its operations, food service operations, the services in accommodation, stewarding, Customer care in Hospitality Industry, Minor operating departments : banquet functions, conference and catering services management, outdoor catering and mobile catering, parking operation, business or meeting rooms, and in-room entertainment		
III	Hospitality Industry: Characteristics of Hospitality Industry, 9 major components of hospitality industry: Travel, Lodging, Food and Beverage, Recreations, Entertainment, Health and Sports, Tourism: Relationship Between the Hospitality Industry and Tourism, Art and Culture and Event Management, Challenges for Hospitality Industry		
IV	Trends In Hospitality Sector: Low-cost airlines, inexpensive lodging, serviced apartments, technology, and loyalty travel trends in the hospitality industry, Future of the tourism industry, Career Opportunities in the Hospitality Sector Eco-friendly procedures in the hotel industry, Emerging Trends in Hospitality Sector. Relevant Case Studies from Hospitality Sector.		
Books Recommended:			
<ol style="list-style-type: none"> Roy C. Wood “ Hospitality Management: A Brief Introduction” Sage Publication , April 2015 John Walker Introduction to Hospitality Management 5th Edition Clayton W. Barrows Tom Powers , Dennis R. Reynolds, “ Introduction to the Hospitality Industry” 8th Edition Rocco M. Angelo, Hospitality Today: An Introduction, 8th Edition Gajanan Shirke, “Hospitality Management” Publisher: Shroff ISBN: 9789350233887, 9350233886 Edition: 2011 			

Name of Course: M.Com. (Major in Accountancy & Business Regulations)

Semester – I

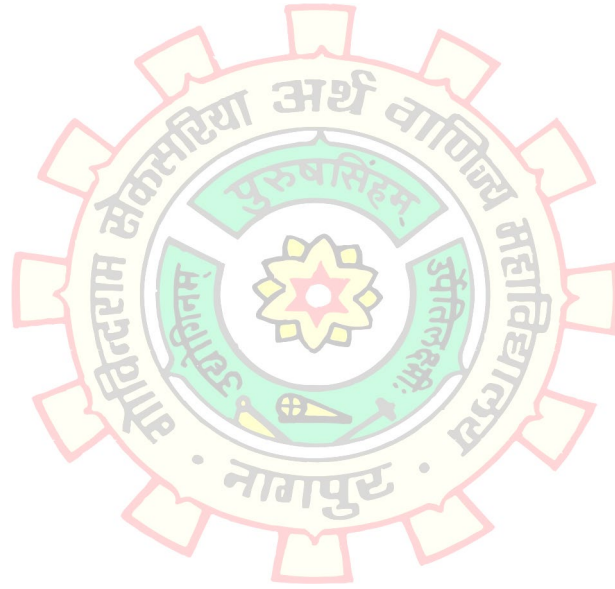
Research Methodology (MCM 1.5)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Research Methodology
<p>Objective: This programme aims at providing the understanding of business research and the methods of business research. The programme will impart learning about how to collect, analyze, present and interpret data.</p>			
<p>Learning Outcome:</p> <p>i) Students will be able to learn about fundamentals of conducting a good research.</p> <p>ii) Students will be able to learn how to write and present a good Research Report.</p>			
Unit	Content		
I	<p>Introduction to Research Methodology: Meaning of Research, Definition of Research, meaning of research methodology, Qualities of good research, features and objectives of research, Types of Research, Research Process, problems in research process, Scope and Importance of Research in Commerce.</p>		
II	<p>Review of literature and Research Design: Meaning of literature review, purpose of literature review in research, steps in writing a literature review. Characteristics of research design, Types of RD; sources of research problem, Selection of a problem for Research, Framing of Hypothesis, Sample design, Sampling techniques, Survey-planning a survey.</p>		
III	<p>Data Collection: Primary data and secondary data- meaning, Methods of Data Collection; Sources of data; Use of primary and secondary data; Methods of collecting primary data – Observation-Interviews, Questionnaires and Schedules- its advantages and limitations</p>		
IV	<p>Analysis of Data and Report Writing: Editing; Classification and Tabulation; benefits of tabulation, Analysis of Data and Interpretation Report Writing: Qualities of a Good Report, Layout of the Research Report, References, Bibliography, citations, styles of citations; Plagiarism- UGC rules on plagiarism</p>		
<p>Books Recommended:</p>			
<p>1. Research Methodology: Ranjit Kumar; Pearsons</p> <p>2. Research Methodology: Methods and Techniques, C. R. Kothari, New Age International Publishers 2015</p>			

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Semester – II

Advanced Strategic Management (MCM 2.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<p>Objective:</p> <ol style="list-style-type: none"> 1. To familiarize students with contemporary theories, approaches, frameworks, and tools needed to develop and execute strategic decisions. 2. To position strategy and strategic management as the quest for value creation for relevant stakeholders that reaches beyond financial gains and short-term profits. 3. To analyze the competitive environment. 4. To understand emerging trends in strategic management. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Understand new forms of Strategic Management concepts, develop analytical skills to provide strategic solutions and their use in business 2. Acquaint with new business models and strategies for the Economy 3. Understand the concepts and elements of competitive advantage as well as of core competency are outlined and applied. 4. Acquaint with recent developments and trends in the business corporate world. 			
Unit	Content		
I	<p>Strategic Management & Planning - Major dimensions of strategic Management, Levels of Strategies, Components of Strategy Statement-Strategic Intent, Mission Statement, vision statement, Goals & Objectives, Benefits of Vision and Mission, Strategic Planning, Strategic Planning Stages, Characteristics of Strategic Planning, Strategic Decision Making-Characteristics/Features of Strategic Decisions.</p>		
II	<p>Models of strategic management and Competition Strategies – Dynamics of Competitive strategy, Models in Strategic Management: 1) PEST analysis 2) Porter’s five forces 3) Four corner’s analysis 4) Value chain analysis 5) Red Ocean Vs Blue Ocean Strategy 6) VRIO Framework, 7) McKinsey 7S of Strategy</p>		
III	<p>Competitive Advantage and Core competency – Definition, Types of Competitive Advantages, Competitive Intelligence-Definition, Objectives & Process. Core competency – Definition, theory, Competence based Strategy. Knowledge, Knowledge and Resource based Approach, Technology Competence- Features, Key Differences Between Competitive Advantage and core competence.</p>		
IV	<p>Emerging Trends in Strategic Management – Management of Strategic Change, Types of strategic change, Barriers of strategic change, Strategic Social Audit, Objectives of social audit, Advantages of social audit, Environmental Auditing- Objectives, advantages, Start-up Business Strategies and Make in India Model - Challenges, Case Studies based on Successful Start-ups, Contribution of Make in India Policy in overcoming industrial sickness.</p>		
<p>Books Recommended:</p> <ol style="list-style-type: none"> 1. Business Environment for Strategic Management, Dr. Aswathappa, Tata McGraw Hill. 2. Business Policy and Strategic Management, Subbarao, HPH. 3. Strategic Management an Integrated Approach, Charles W.L Hill and Gareth R. Jones, Cengage Learning 4. Business Policy and Strategic Management, Azhar Kazmi, Tata McGraw Hill 5. Strategic Management and Business Policy, C. Appa Rao, Excel Books. 6. Business Policy and Strategic Planning and Management, Ghosh P.K., Tata McGraw Hill. 7. Strategic Management, Pillai, Jaico Pub. 8. Business Policy and Strategic Management, Lawrence, Tata McGraw Hill. 9. Business Policy and Strategic Management, Sathyashekar : I.K International Publishing House Pvt. Ltd. 10. Business Policy & Strategic Management, Kazmi Azhar, Tata McGraw Hill 			

11. **Business Policy, Strategy, Planning and Management**, P.K.Ghosh, Sultan Chand
12. **Business Policy and Strategic Management** Lawrence, R.Jauch McGraw Hill
13. **Business Policy Strategy Formation, and Management Action**, William F.G, McGraw Hill
14. **Strategic Management, Text and Cases** ,Thomas Jacob Pearson Edition

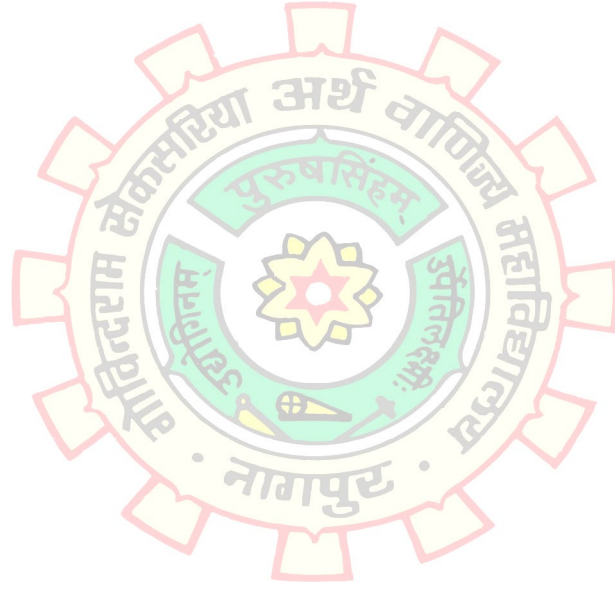


Name of Course: M.Com. (Major in Management)

Semester – II

Risk Management (MCM 2.2)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objective: <ol style="list-style-type: none"> To understand a thorough understanding of the concept of risk. To identify and assess risks, understanding the sources of risks within an organization. To understand the concept of risk management and its importance in organizations. To evaluate the risks associated with corporate governance and understand the framework for board-level consideration of risks. 			
Learning Outcome: <ol style="list-style-type: none"> Acquire deep knowledge and understanding of the concept of risk. They will be familiar with different types of risks. Develop the skills to identify and assess risks within an organization. They will be able to recognize and analyze the sources of risks and use various methodologies to quantify and evaluate risks effectively. Apply risk management techniques to real-world scenarios and make informed decisions to minimize potential risks and to learn how to develop risk management techniques and implement measures to mitigate and manage risks. Comprehend the risks associated with corporate governance, enterprise and manage operational risks in day-to-day business operations. 			
Unit	Content		
I	Introduction to Risk Management: Introduction, Meaning, Definition of Risk Management, Benefits of Risk Management, Impact of risk on organizations, Risk and Uncertainty: Distinction, Risk Assessment, Dynamic Nature of Risks, Types of Risk- Strategic and Operational Risks, Business Risk, Financial Risk, Information Risk, Liquidity Risk, Classification of Business Risk-: Internal and External, Controllable and Non-controllable, Inherent Risk and Residual Risk.		
II	Source and Evaluation of Risks: Identification and Sources of Risk, Quantification of Risk and various methodologies, Identify and assess the impact upon the stakeholder involved in Business Risk, Role of Risk Manager and Risk Committee in identifying Risk. Credit Risk Measurement and Management: Meaning of credit risk, component of credit risk, measurement of credit risk in banking transactions and factors affecting the credit risk, types of credit facilities, evaluating credit risk, Mitigating Credit risk, Qualitative and Quantitative techniques to manage risk.		
III	Risk Management: Concept of Risk Management, Objective and Process of Risk Management, Importance of Risk Management, Risk Management techniques Evaluation of Risk Management Strategies: Risk Management Strategy alignment with Business-Strategy, Internal Control environment and linkages with Risk Management, Risk Culture and attitudes to risk management.		
IV	Risk Associated with Corporate Governance: Evaluation of Risk Associated with Governance, Description and evaluation of framework for Board level consideration of risk, OECD Guidelines for Corporate Governance. Enterprise Risk Management: Definition, Scope and Techniques Operational Risk Management: Definition, Scope and Techniques		
Books Recommended:			
<ol style="list-style-type: none"> Enterprise Risk Management: Concepts and Cases, Sim Segal Risk Management: A Strategic Approach by Ranjan Kumar Bal Risk Management: Concepts and Applications by SubbaRao Enterprise Risk Management: A Common Framework for the Entire Organization by R. Kannan and S. Sundararajan 			

5. **Principles of Risk Management and Insurance** by George E. Rejda and Michael McNamara.
6. **Risk Management and Financial Institutions** by John C. Hull and Alan White.
7. **Enterprise Risk Management: From Incentives to Controls** by James Lam.
8. **Risk Management: Concepts and Guidance** by Carl L. Pritchard.



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Semester – II

International Trade Management (MCM 2.3)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objective: <ol style="list-style-type: none"> To learn the Concepts and Principles of International Trade. To analyze the factors affecting International Trade. To learn the various sources of International Finance. To know the role of Global Trade Organizations. 			
Learning Outcome: <ol style="list-style-type: none"> Demonstrate the Principles of International Trade. Evaluate the impact of various factors of International Trade on the business. List the various sources of international finance. Discuss the role of various international trade institutions. 			
Unit	Content		
I	Introduction to International Business: Introduction to International Business, salient features, importance and advantages of international trade. International Business Environment: Introduction and meaning of Economic Environment, Political Environment, Demographic environment, Legal environment & Technological environment		
II	International Trade: Trade Barriers International Trade Theories- David Ricardo's- 'Theory of Comparative Cost Advantage', Adam Smith- 'Theory of International Trade'; Foreign Investment: Introduction, Objectives, Importance, Types of foreign investments;		
III	Balance of Payment: Importance and Components International Financial Management: Introduction, Components of International Financial Management, Scope of International Financial Management; Global Sourcing: Introduction, advantages and disadvantages, Reasons for global sourcing		
IV	Global Institutions: Objectives and functions of - World Bank, International Monetary Fund (IMF) and World trade organization (WTO); Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics; Ease of Doing Business in India: Govt. of India initiatives for FDI, India's Atmanirbhar Abhiyan- Self-Reliance initiative		
Books Recommended: <ol style="list-style-type: none"> International Business, Francis Cherunilam; Prentice Hall of India. International Business, Shukla, Excel Books. International Business Environment, Francis Cherunilam, HPH. Elements of International Business, S. N. Charry, Biztrantra. International Business; Harrison Et Al; Oxford. International Business, Daneils Et Al; Pearson. International Management, Hodgetts and Luthans; Mcgraw-Hill 			

Name of Course: M.Com. (Major in Management)

Semester – II

Service Sector Management (MCM 2.4.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Electives
Objective: <ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of the service sector Management 2. To explain the importance of services in the economy 3. To understand the IT industry and its significance in the modern economy. 4. To understand the importance of efficient service delivery channels and logistics. 			
Learning Outcome: Students will be able to - <ol style="list-style-type: none"> 1. Apply this knowledge of service sector management in the contemporary business environment. 2. Recognize the significance of the service sector in the economy, including its contribution to employment, GDP, and overall economic growth. 3. Gain the knowledge of the IT industry, its scope, and its impact on various sectors of the economy. 4. Identify and analyze the challenges specific to the distribution of services, and the importance of understanding customer needs and expectations in service delivery 			
Unit	Content		
I	Service Sector Management – An Overview: Services – Meaning, Features, Classification of Services, Significance of Service Sector, Reasons for Growth in Service Sector in India; Service Organization – Importance of Layout and Design of Service Organizations; Developing Service Culture in Organization.		
II	Emergence of the Services Economy: Importance of Services in Indian Economy; India’s Services Sector; Importance, Opportunities & Challenges of Some Major Services: Accounting and Auditing Services, R&D Services, Consultancy Services, Construction Services, Social Services, Telecom, Posts, Real Estate Services, BPO, KPO		
III	IT and ITES Sector: Overview of IT industry, Role of ITeS, Innovations in IT; Challenges and Opportunity in ITeS sector; Banking and Insurance sector: Importance, Challenges and opportunities in Banking and Insurance Sector.		
IV	Distribution, Planning and Managing Service Delivery: Challenges in distribution of services; Advertising and Sales promotion in service industry; Relationship Marketing; Understanding customer’s needs and Expectations; Monitoring & measuring customer satisfaction; Concept of Service Quality; Service Delivery Mechanism; Emerging Concepts like Online Services, After Sale Services.		
Books Recommended: <ol style="list-style-type: none"> 1. Service Sector Management, Sanjay Patankar, Himalaya Publishing House 2. Managing Services, Christopher H. Lovelock, Prentice Hall Publications 3. Total Quality Management: JE Ross, 4. Total Quality Management: DH Besterfield, CB Michna: Prentice Hall 5. Services Marketing; Ravi Shankar, St. Lucie Press, 2004 6. Services Marketing; S M Jha; Himalaya Publishing House. 7. Strategic Services Management; Boyle, Elsevier 8. Services Marketing and Management: Balaji, A.H. wheeler publications 			

Name of Course: M.Com. (Major in Management)
Semester – II

Performance & Compensation Management (MCM 2.4.2)

Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Electives
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Objective:

1. To develop an understanding of practices followed in performance management.
2. To devise technical approach to managing the compensation front for the specific company/industry. Design the company specific module for the betterment of employee and in turn the organization.
3. To understand the significance of linking the right performance to appropriate rewards and compensation system.
4. To familiarize students with the independent performance management functions in organizations.

Learning Outcome: Students will be able to -

1. Learn Theory, Concept & Good practices in the area of PMS.
2. Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.
3. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance.

Unit	Content
I	Performance Appraisal and Performance Appraisal System – Concept and definition of Performance appraisal; Benefits of performance appraisal; Evolution of performance appraisal; Planning performance appraisal system; types of performance appraisal; approaches to performance appraisal; Sources of performance appraisal.
II	Performance Planning with Goal Setting: Performance Planning, Linking individual & team goals to organizational goals. Performance analysis- Objectives, factors influencing performance analysis, key result areas, performance areas, key performance indicators. Goals Setting (SMART Goals) – Quality of Goals, IDP's – Career Development, PRED Discussions: The Art of giving Feedback, Performance Ratings- BELL CURVE, Some Latest Case study on "Removing the Forced Rating System (Bell Curve) - Creating a performance management culture through HR programs and practices.
III	Performance Measurement: Performance Appraisal- Meaning, Methods & approaches, Difference between New and Traditional methods- appraisal. Modern methods of performance appraisal, 360-degree appraisal, BARS, Self-appraisal, assessment centers, Performance reviews, Coaching & Counseling, Performance Management in manufacturing, Services and IT sector, Strategies for improving performance, balanced score card, HR Score Card.
IV	Compensation: Concepts & principles of compensation, Influencing factors, Current trends, methods of payment, compensation mechanisms, Wage & Salary administration- concept, wage structure, policies, determinants, incentive payment system, Welfare management. Career Management – Career Development Plan – Employee's and Employer's Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping, Career Counselling, Succession Planning

Books Recommended:

1. **Human Resource Management:** Snell / Bohlander Publication – Thomson
2. **Compensation:** Milkovich & Neman, 8th edition. Publication – McGraw –Hill
3. **Human Resource Management:** Gary Dessler Publication – Thomson
4. **Accounting Practices in HRM:** M. Kolay
5. **Managing Human Resources:** Monappa Publication – Macmillan
6. **Performance Management** – by Paul Newton & H. Bristoll
7. **Competency at Work-** by Spencer & Spencer
8. **The Balanced Scorecard** by Robert S. Kaplan and David P. Norton

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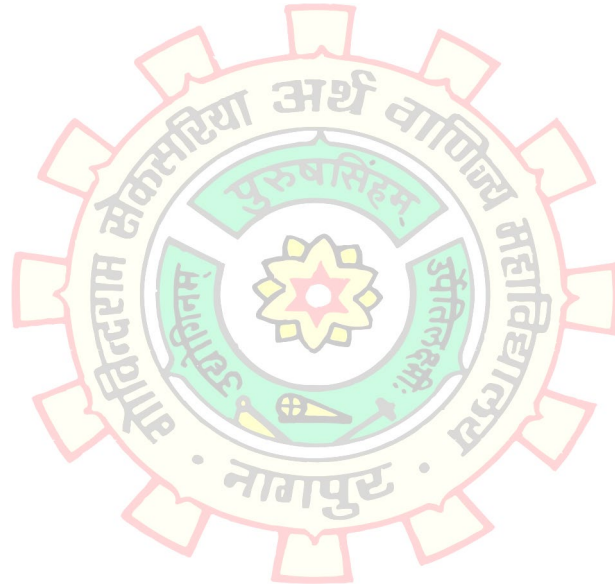
Semester – III

Advanced Financial Management (MCM 3.1)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
<p>Objective:</p> <ol style="list-style-type: none"> To understand the various sources of capital, such as debt, equity, and retained earnings, and how they contribute to the overall financial structure of a company. To calculate the cost of each source of capital, including the cost of debt and the cost of equity, and understand how these costs influence investment decisions. To comprehend different dividend policies, including stable dividend, residual dividend, and hybrid dividend policies, and their impact on shareholder wealth and firm value. To outline techniques for evaluating and selecting investment projects and applying these techniques. 			
<p>Learning Outcomes: After learning this course, students will be able to –</p> <ol style="list-style-type: none"> Determine the impact of debt equity mix on value of firm and compare the various theories of capital structure. Evaluate specific cost of capital for various sources of finance. Compute the value of a stock using different dividend discount models and dividend's importance in company's valuation. Classify the capital budgeting projects and make investment decisions 			
Unit	Content		
I	<p>Structure of Capital Theory: Introduction to Finance, Introduction to business finance, function of finance, scope, organization, Goals & objectives of financial management Financial Sources-SHORT TERM: Commercial paper & trade credit & bills discounting (Features & Utility).LONG TERM: shares, debentures, term loans, lease &hire purchase, retained earnings, public deposits, bonds (Types, features & utility). Capital structure of Automobile industry companies viz. Bajaj Auto and Mahindra & Mahindra. Practical Problems: Problems of Capital Structure.</p>		
II	<p>Cost of capital Theory: Concept, meaning, principles &significance of cost of capital. Concept of Equity Trading, Capital gearing & leveraging, Cost of different sources of finance, Weighted average cost of capital. Practical Problem: Calculation of Cost of Equity Capital, Cost of Preference Share Capital, Cost of Debenture& Cost of Retained Earnings) Calculate cost of Capital of Any Nifty 50 Company.</p>		
III	<p>Dividend policies: Theory: Meaning of Dividend, Types of Dividends, Determinants and constraints of dividend decision, importance of dividend policies, relevance and irrelevance concept. Dividend valuation models – Gordon Model, Walter Model and Modigliani-Miller Model. Stability of dividends concept and significance. Practical Problem: Practical Problems of Dividend policies by Gordon, Walter and Modigliani-Miller models. Analyzing latest dividend policy of any NIFTY 50 company. Practical Problem: Practical Problems of Dividend policies by Gordon model, Walter model and Modigliani-Miller model.</p>		
IV	<p>Capital budgeting: Theory: Meaning of capital budgeting, Nature and significance, techniques of capital budgeting – Pay Back Method, Accounting rate of return, Net Present Value, and profitability index. Advantages and Disadvantages of Capital Budgeting.</p>		

Practical Problems: Problems of Capital Budgeting by Pay Back Method, Accounting rate of return, Net Present Value and profitability index.

Books Recommended:

1. **Financial Management, Theory Concepts and Problems**, R.P. Rustagi, Taxmann Publication
2. **Financial Management**, M. Y. Khan & P. K. Jain, McGraw Hill Publications
3. **Financial Management**, Ravi Kishore, Taxmann's.
4. **Financial Management**, S. M. Inamdar, Everest Publishing house, 12th Edition 2004.
5. **Financial Management**, Sharma & Gupta, Kalyani Publishers.
6. **Financial Management**, R.M. Srivastav, Kalyani Publishers.
7. **Financial Accounting for Management**, P. Shah-Pub, by Oxford



Name of Course: M.Com. (Major in Management)

Semester – III

Customer Relationship Management (MCM 3.2)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
<p>Objective:</p> <ol style="list-style-type: none"> To provide students with a comprehensive understanding of the concept, challenges, opportunities, and importance of CRM. To familiarize students with various CRM practices, customer value creation, satisfaction, retention strategies, and digital campaigns. To equip students with knowledge of CRM strategies for value addition, customer loyalty creation, and customer awareness. To update students on the latest trends and developments in CRM, including eCRM, digitization, and the role of IT. 			
<p>Learning Outcomes: After learning this course, students will be able to –</p> <ol style="list-style-type: none"> Explain the meaning, process, and functions of CRM and identify its key components, challenges, and opportunities. Illustrate CRM practices, including customer value creation, satisfaction, and retention strategies, and identify and analyze the issues and challenges in CRM implementation. Elaborate on various CRM strategies such as value addition, rewards, and customer loyalty programs, and analyze their effectiveness through real-time examples. Explain the characteristics of eCRM, the role of CRM in digitization and globalization, and the use of software, mobile apps, and relationship managers in contemporary CRM practices. 			
Unit	Content		
I	Unit – I Introduction: Meaning & Importance of Customer Relationship Management, of CRM,; CRM - Objectives, Features, Functions, Process, Challenges, opportunities and key components of CRM; Relationship management as a tool for business development		
II	Unit – II CRM Practices : Customer Value – earning & Creation, Types of value Creation, Customer Satisfaction, Customer retention – importance and its strategies; CRM as a core competency; competitive advantage of CRM; Digital campaigns in CRM; Issues and challenges in CRM		
III	Unit – III Strategies in CRM: Meaning & importance of CRM strategy; Strategies - Value addition, Rewards, Creation of loyal customers and Customer loyalty; Customer Buying Behavior, Customer Awareness and Education; Customer Club Membership Programs (by Apple, Harley Davidson), Customer Loyalty Programs real-time examples		
IV	Unit – Latest Trends in CRM: eCRM and use of IT, Characteristics of eCRM; Value creation through CRM; Role of CRM in the world of digitization and globalization; Software and Mobile Apps used in CRM; Relationship Managers and their role.		
Books Recommended:			
<ol style="list-style-type: none"> Marketing Management by Arun Kumar, Rachana Sharma, Atlantic Publishers & Distributors New Delhi Marketing Management by Ranjan Saxena, Tata Mc-Graw Hill Publishers, New Delhi Customer Relationship Management: Emerging Concepts, Tools, and Applications by Jagdish Sheth, Atul Paratiyar, Tata Mc-Graw Hill Publication Company, New Delhi Customer Relationship Management by R.K Sungadhi, New Age International Publishers Customer Relationship Management: A Strategic Approach by Lakshman Jha, Global India Publications Pvt Ltd., New Delhi Marketing Management by Philip Kotler, Prentice Hall India, 11th Edition 			

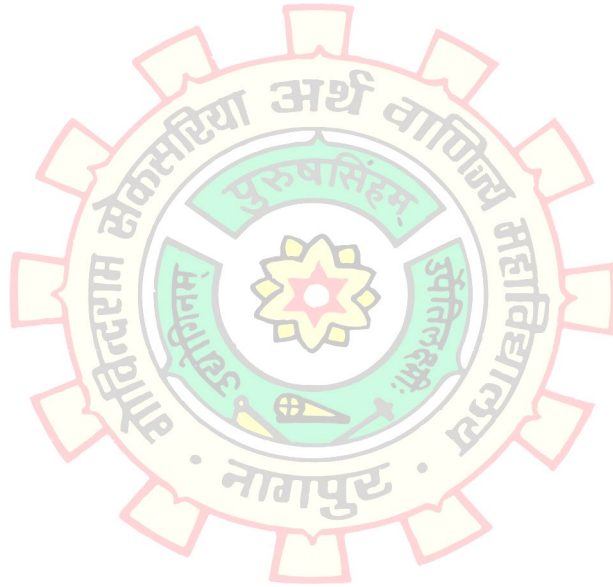
Name of Course: M.Com. (Major in Management)

Semester – III

Entrepreneurship Development and Management (MCM 3.3)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
Objective:			
<ol style="list-style-type: none"> To understand the concept of the entrepreneurship and examine the key resources required to explore innovative Business idea. To analyze various aspects needed in Business Plan and to identify the entrepreneurial government schemes in India. To explore entrepreneurial finance and to identify the entrepreneurial opportunities in various sectors. To evaluate the social responsibilities of business. 			
Learning Outcomes: After learning this course, students will be able to –			
<ol style="list-style-type: none"> Understand the fundamentals of entrepreneurship and would explore business idea. Apply the concept of various government schemes related to entrepreneurship in India. Analyze the entrepreneurial opportunities in various sector. Evaluate the social responsibilities and ethics of business. 			
Unit	Content		
I	Entrepreneurship Development Perspective: <ul style="list-style-type: none"> Entrepreneurship – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Barriers to Entrepreneurship, Creativity and Innovation, Relationship of entrepreneurship with the Economic Development, Business Idea – Business Idea Generation Process, Evaluation of Business Idea. Entrepreneurial Culture – Elements of Entrepreneurial culture, Steps to change Entrepreneurial Culture. Theories of Entrepreneurship – Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness 		
II	Business Plan and Entrepreneurial Support: <ul style="list-style-type: none"> Business Plan: Building, Writing, Kinds Business Plan, ED Cycle, Financial Considerations (Cash Flow Management, Financial Plan, Business Plan). Incentives: Backward area benefits, Schemes for educated unemployed, Types of Assistance and incentives–financial incentives, Fiscal incentives, Promotional, Marketing, and Organizational. Concepts of Business, Incubation and Business Clusters. Institutions in aid of Entrepreneurship Development: The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs. 		
III	Mobilizing Resources and Entrepreneurship in India: <ul style="list-style-type: none"> Mobilizing Resources: Buying a business: Scrutiny, Valuation, Negotiation, Franchising, Debt Finance, Venture Capital, Business Models: Components & Types. Entrepreneurship in India: Family Business, e-Business, Small-Scale Sector in India, Entrepreneurship & Industry, Ancillary Opportunities indifferent Economic Sectors: Agro Industries, Logistics, BPO, Banking and Finance. 		
IV	Business Growth: <ul style="list-style-type: none"> Business Growth: Stages of Growth, Growth Strategies, Social Responsibility: CSR, Role of Government CSR, Business benefits of CSR, Social Entrepreneur: Motivations of a Social Entrepreneur, Evaluating Social. 		
Books Recommended:			
Text Book :			
1. Entrepreneurship, Rajiv Roy, Oxford Publication			

References Books :

1. Entrepreneurship 6 th edition. Robert D Hisrich, Tata McGraw-Hill.
2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.
4. 4. Chary – Business Gurus speaks (Macmillan) 5. S.S. Khanka – Entrepreneurial Development (S. Chand & Co.)



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Semester – III

Leadership and Managerial Trainings (MCM 3.4.1)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Electives
Objective: <ol style="list-style-type: none"> To develop an understanding about leadership roles and styles and examines the leader's role in the organization. To illustrate various theories of Leadership from the corporate world. To contrast various important perspectives of Leadership for enhancing Domain Knowledge, Critical thinking, Problem Solving and Innovative Solutions, Leadership and Teamwork. To summarize the working of leadership in organizations & compare the differences. 			
Learning Outcomes: After learning this course, students will be able to – <ol style="list-style-type: none"> Understand and gain Conceptual knowledge of Leadership. Demonstrate an understanding of the current leadership theories and how they apply to modern organizations. Analyze the impact of effective leadership perspectives on organizational performance Develop abilities to lead teams through efficient leadership. Also compare cultural differences. 			
Unit	Content		
I	Introduction to Leadership Theory – Roles, functions, and characteristics of a leader; evolution and growth of leadership; Leadership traits and ethics; Attitude, Behaviour, Personality traits and leadership; Types and Styles of leadership. Leadership and Management, Leader vs Manager, Essential qualities of an effective leader.		
II	Theories of Leadership Theory – Trait theory, Behavioral theory, Contingency Theory. Issues and Challenges for Leaders: Emerging trends in leadership; Servant leadership, Situational leadership; Gender and leadership; Effective Leadership Communication; Emotional intelligence and leadership.		
III	Important Perspective in Leadership- Theory – Types of Leaders, Leadership styles- Traditional, Transactional, Transformational, Inspirational and servant leadership, Emotional Intelligence and leadership, Trust as a factor, Gender and Leadership, Leadership Styles of Indian Manager, Women & leadership. Summary of National Business Leaders (anyone) – Ratan Tata or Adi Godrej or Kumar Mangalam Birla or Dhirubhai Ambani or Narayan Murthi or Aziz Premji, etc.		
IV	Leadership in Organizations: Theory – Transformational and Charismatic Leadership, Leadership of Ethics, Diversity and culture, Change Management and Strategic Leadership, Leadership in Learning Organization and Crisis Leadership		
Books Recommended:			
<ol style="list-style-type: none"> Organisational Behaviour: M. Parikh and R. Gupta , Tata McGraw Hill Education Private Limited Organisational Behavior: D. Nelson, J.C Quick and P. Khandelwal, Cengage Publication. Effective Leadership: Achua, Lussier, Cengage Publications Leadership and Management: A. Chandramohan, Himalaya Publishing House Leadership in Organisation: Gary Yukl, Pearson Education Team Building & Leadership: Bhargava & Bhargava, Himalaya Publishing House Team Building & Leadership: Dr. D.K.Tripathi, Himalaya Publishing House Leadership & Management Development; Developing Tomorrow's Manager: Kevin Dalton, Pearson Education 			

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Semester – III

Industrial Human Resource Management (MCM 3.4.2)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Electives
Objective:			
<ol style="list-style-type: none"> 1. To acquaint students with the techniques and principles to manage human resource of an organization. 2. To demonstrate an understanding of the basic concepts of Human Resource Management. 3. To develop an understanding of various functions of Human Resource Management. 4. To summarize the various legal aspects in the HR Domain. 			
Learning Outcomes: After learning this course, students will be able to –			
<ol style="list-style-type: none"> 1. Explain the fundamentals of managing Human Resources in an organization. 2. Outline the strategic significance of recruitment and selection in attracting, identifying, and hiring top talent to meet organizational objectives and enhance competitive advantage. 3. Understand the strategic significance of performance and potential appraisal in managing and developing talent within organizations. 4. Infer various functions that the HR performs for the welfare of employees in order to maximize their productivity. 			
Unit	Content		
I	Human Resource Management- Introduction: Concept of Labor and Human Resource; Definition, Nature, Scope, Importance, Evolution of the concept of HRM, Personnel Management vs. Human Resource Management, Role of personnel manager- administrative roles and operational roles, Qualities and Qualifications of a Personnel Manager, Future of HRM- Influencing factors, Functions of a human resource manager, Workforce diversity in India and its issues, Managing diversity; Challenges of Human Resources in India.		
II	Human Resource Planning & Acquisition: Job Analysis: - Process, Competency approach, methods to collect job analysis data, Job description, job specification, Role analysis, Human Resource Planning- Objectives, importance, Process, Recruitment- Introduction, constraints and challenges, sources of recruitment, methods of recruitment, Indian experiences, purpose, process, selection tests, Achievements tests, interviews- types of interviews Selection- Interview process, mistakes in interviews; Current Trends in recruitment, effects of Covid pandemic on human resource management.		
III	Performance and Potential Appraisal: Performance appraisal; Definition, objectives, importance, process, methods- traditional and modern, Characteristics of an effective appraisal process, Pitfalls of Performance Appraisal system, Performance appraisal practices in India, Performance management meaning, concepts and challenges in Performance management		
IV	Employee welfare, Grievances and Industrial disputes: Employee Welfare- agencies for welfare work, types of welfare facilities, Health and safety- legal provisions regarding health, Employee assistance programmes, employee safety, Effective safety management in the factory, Employee grievances and discipline- Model grievance procedure, approaches to discipline, Vishaka Judgement- harassment at workplace and redressal mechanism Industrial disputes- forms, causes, Preventive machinery, settlement machinery, conciliation, Voluntary arbitration.		
Books Recommended:			
<ol style="list-style-type: none"> 1. A Textbook of Human Resource Management, C. B. Mamoria & S. V. Gankar. Himalaya Publishing House 2. Personnel and human Resource management, Text & cases, P Subba Rao, Himalaya Publishing House 3. Human resource Management, P. Jyothi, Publication, Oxford University Press. 4. Human Resource Management, R. Wayne Mondy, Robert M, Noe, Pearson Education, Ninth Edition 5. Human Resource and Personnel Management -Text and cases, K. Ashwathappa, Publication, TATA McGraw Hill Publications 			

Name of Course: M.Com. (Major in Management)

Semester – IV

Project Planning Management (MCM 4.1)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
Objective: <ol style="list-style-type: none"> 1. To develop an understanding of project management plan and its process. 2. To understand organizational structures in project management and its integration with WBS. 3. To measure the issues related to project teams and strategize for it. 4. To analyse the project closure techniques. 			
Learning Outcomes: After learning this course, students will be able to – <ol style="list-style-type: none"> 1. Understand the concept of the Project Management & its essentials. 2. Analyze various costs and constraints associated with projects. 3. Develop Organization Structure in Project with WBS and develop strong project team. 4. Evaluate the risks connected with the Project and project closure techniques. 			
Unit	Content		
I	Introduction to Project Management Characteristics & objectives of project, Importance of project, Project life cycle, Project Management Process, Various constraints of project, Need for Project Portfolio Management		
II	Project Organization Structure & Project Definition Various organization structures used in Project – advantages and disadvantages, Project scope, Project priorities, WBS, Integrating WBS with organization, Project communication plan		
III	Estimating Project Time, cost & Risk Management Factors influencing quality estimates, Top-down & Bottom-up method of estimating, various costs associated with project, Risk management process Case study on risk management		
IV	Project Performance Evaluation & Closure Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance, Earned Value System, Types of Project Closure Case study on Project performance evaluation & closure		
Books Recommended:			
<ol style="list-style-type: none"> 1. Project Management, Clifford F. Gray, Erik W. Larson, McGraw Hill 2. Project Management, Jeffrey Pinto, Pearson 3. Project Management, Rory Burke, Wiley India 4. Project Management, S Chowdhary, McGraw Hill 5. Project Management, V C Sontakki, Himalaya Publishing House 6. Project Management, Arun Kanda, PHI 			

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Semester – IV

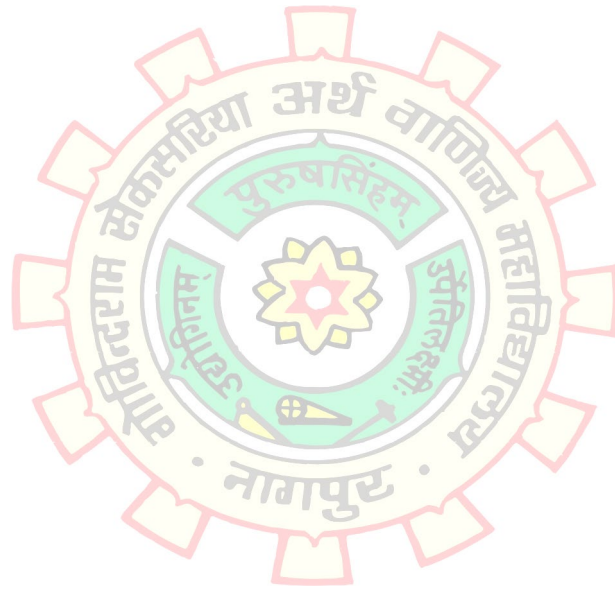
Purchase and Material Management (MCM 4.2)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
Objective: <ol style="list-style-type: none">1. To understand the basic concepts of purchasing and supply chain management.2. To develop an understanding of stores management and create vendor development.3. To understand the materials management functions and familiarize with various inventory costs.4. To understand the Japanese contribution to the world class quality manufacturing.			
Learning Outcomes: After learning this course, students will be able to – <ol style="list-style-type: none">1. Understand the essentials of purchasing and material management and implement it in business.2. Analyse parameters to choose vendors.3. Create material budget and plan for materials management.4. Examine the various Japanese concepts to improve quality work and apply in business.			
Unit	Content		
I	Basics of Purchasing Management: Functions of purchasing department, objectives of purchasing, Fundamentals and importance of purchasing, Purchase parameters, purchase cycle, purchasing methods and techniques, purchasing systems, purchasing methods Supply Chain Management: Meaning, objectives, Importance of Supply Chain Management.		
II	Stores Management: Objectives, functions of stores management, location of stores, centralized vs decentralized storing, types of stores layout, stock verification. Vendor development: Parameters to choose a vendor, vendor evaluation, vendor rating – parameters, objectives, advantages. Numerical on vendor rating		
III	Materials Management: Meaning, Scope and Importance and challenges of Materials Management, MRP - Concept, advantages and disadvantages, concept of materials budgeting, inventory costs, basic EOQ model. Numerical on basic inventory costs and EOQ model		
IV	Latest concepts: Japanese contribution to world class quality manufacturing like single piece flow, JIT, KANBAN, SMED, CAD, CAM, KAIZEN, POKA YOKE, Quality circle, Pareto diagrams, cause and effect, Six sigma, 5-S practice, Right First Time, Zero Defects		
Books Recommended:			
<ol style="list-style-type: none">1. Materials Management: An Integrated Approach" by Gopalakrishnan P., Rama M. D., and Sundaresan M. (Pearson Education India)2. Operations Management: K Shridhara Bhat, Himalaya Publishing House3. Operations Management: Nair TMH4. Introduction to Materials Management: 8e Stephen Chapman, Arnold J. R. Tony, Gatewood Ann K., M. Clive Lloyd – Pearson Publication			

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Semester – IV

International Business Environment Management (MCM 4.3)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
Objective:			
<ol style="list-style-type: none"> To evaluate and discuss the various theoretical framework of International Business Environment. To understand the concepts of international market entry strategy and theory in global scenario. To provide knowledge about exchange rate management and foreign trade of India. To make student aware about International business Cooperation and Management. 			
Learning Outcomes: After learning this course, students will be able to –			
<ol style="list-style-type: none"> Remember to the contemporary issues in global business and various International Institutions regulating the same. Understand the knowledge regarding various global perspectives, global challenges and opportunities encountered by the international business. Evaluate International cooperation movement and Management. Analyze the functioning & working of international business environment. 			
Unit	Content		
I	Theoretical Framework of International Business Environment: <ol style="list-style-type: none"> Meaning, Relevance, Nature, Dimensions, Types and Importance of International Business. Economic Environment of Business. Demographic, Social, Political and Legal Environment of Business. The importance of innovation as a dimension in international business. The impact of artificial intelligence in international trade. 		
II	Global Trade Scenario Overview: <ol style="list-style-type: none"> Trading Blocs, (EU, NAFTA etc.). Trade Agreements, Trade & Tariff Barriers, Specific & Ad valorem, GATT & UNCTAD, Impact of Globalization. Foreign Market entry Theories: <ol style="list-style-type: none"> Factor Endowment Theory, Comparative Cost Theory. Opportunity Cost Theory, Theory of Absolute Advantage. 		
III	Foreign Trade of India : <ol style="list-style-type: none"> Direction, Flow and Trends of Foreign Trade, Exim Policy. Institutional Support for Foreign Trade – DGFT, Exim Bank, ECGC. Export Promotion Councils, EPZ, EOU, SEZ etc. Exchange Rate Management : <ol style="list-style-type: none"> Basic Concepts – Balance of Trade, Balance of Payments. Exchange Rate Theories (Purchasing Power Parity), Working of Foreign Exchange Markets. Determination Of Rate Of Exchange, Role Of RBI, Introduction To FEMA. 		
IV	International Economic Cooperation and Management <ol style="list-style-type: none"> European Union, SAARC & ASEAN International Economic Institutions- IMF, World Bank, World Trade Organisation-Objectives and functions. Has WTO become defunct? International Trade and Investment Theories-Comparative Cost Theory; Factor Endowment Theory; Location Specific Advantage Theory Concept of Protectionism: Tariff Barriers; Non-Tariff Barriers. India's Atmanirbhar Abhiyan: Self-reliance or Protectionism? 		
Books Recommended:			
<ol style="list-style-type: none"> International Business Environment, Francis Cherunilam, HPH. International Business Environment, Sundaram & Black, Prentice Hall Of India. 			

3. **International Business Environment**, S. Mohan, Kunal Books, 2011.
4. **International Business Environment**, Francis Cherunilam, Himalaya Publishing House.
5. **Elements of International Business**, S.N. Charry, Biztrantra.
6. **Global Business Management**, M. Adhikary, Macmillan Publishers

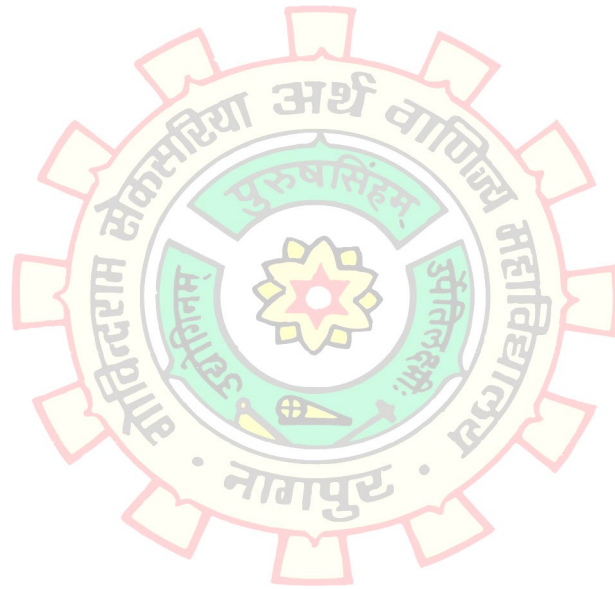


Name of Course: M.Com. (Major in Management)

Semester – IV

Social Marketing Management (MCM 4.4.1)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Electives
<p>Objective:</p> <ol style="list-style-type: none"> To provide a comprehensive understanding of social marketing concepts and develop critical thinking and problem-solving abilities. To identify societal challenges and equip students with the knowledge and skills necessary for analyzing social issues. To designing effective marketing strategies and interventions through with various communication channel and tool. To assess the significance of Monitoring & Evaluation in social marketing to assess program effectiveness, track progress, and inform decision-making. 			
<p>Learning Outcomes: After learning this course, students will be able to –</p> <ol style="list-style-type: none"> Understand the theoretical foundations of social marketing, develop practical skills in conducting social marketing research and critically evaluate existing social marketing campaigns and interventions. Apply segmentation techniques and develop skills in targeting strategies and understand the importance of effective positioning strategies. Create comprehensive social marketing campaigns and apply knowledge of social media marketing strategies to enhance campaign reach, engagement, and interaction with target audiences. Evaluate and differentiate between process, impact, and outcome evaluation methods used in social marketing and apply appropriate evaluation techniques to assess different stages and levels of program effectiveness and success. 			
Unit	Content		
I	<p>Unit I: Introduction to Social Marketing Management Definition and scope of social marketing management, Overview of social marketing concepts and principles, Role of social marketing management in addressing societal issues, Contrasting social marketing with commercial marketing, Ethics in Social Marketing. Social Marketing Process: The social marketing process: analysis, planning, implementation, and evaluation, Analysis of campaign strategies.</p>		
II	<p>Unit II: Strategic Planning in Social Marketing Management: Social Marketing Research and Analysis: Segmentation, targeting, and positioning strategies, Analysing social marketing campaigns and interventions. Positioning and Branding: Positioning strategies for social marketing interventions, Branding in social marketing, creating memorable and impactful campaigns, Leveraging storytelling and emotional appeals.</p>		
III	<p>Unit III: Implementation and Communication Strategies: Designing and Implementing Social Marketing Campaigns, Social marketing mix: product, price, place, and promotion. Communication Channels and Tools: Traditional and digital media. Social media marketing in social marketing campaigns. Community Engagement and Participation: Building partnerships and collaborations with community organizations.</p>		
IV	<p>Unit IV: Evaluation and Sustainability Monitoring and Evaluation: Importance of monitoring and evaluation in social marketing, Types of evaluation: process, impact, and outcome evaluation. Sustainability and Scaling Up: Promoting sustainability in social marketing interventions, Strategies for scaling up successful campaigns, Challenges and opportunities in sustaining behavior change.</p>		
Books Recommended:			
<ol style="list-style-type: none"> Social Marketing: An Approach to Planned Social Change by Sameer Deshpande and Jagdish N. Sheth. 			

2. **Social Marketing: Concepts, Research and Theories** by P.R. Bhuyan
3. **Social Marketing: The Indian Experience** by Nusrath Ameen and Mohsin M. Tamboli
4. **Social Marketing and Public Health: Theory and Practice** by Ruchi Jaggi and Madhuri M. G. Nair
5. **Social Marketing: A Casebook** by R. Srinivasan and S. Prabhakar



Name of Course: M.Com. (Major in Management)

Semester – IV

Green Marketing Management (MCM 4.4.2)			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Electives
Objective:			
<ol style="list-style-type: none"> 1. To define sustainability, its dimensions & importance of green marketing. 2. To develop and illustrate Green Marketing Mix & Green Marketing Campaigns. 3. To explain the SDGs and apply the principles of consumer information. 4. To analyze the latest trends and real-time cases of Green marketing. 			
Learning Outcomes: After learning this course, students will be able to –			
<ol style="list-style-type: none"> 1. Gain the knowledge of sustainability elements and concept of green marketing. 2. Study the green marketing mix and green marketing strategies. 3. Analyze the role of green marketing at broader level and study ITC guidelines. 4. Discover the challenges and opportunities of green marketing. 			
Unit	Content		
I	Unit – I Introduction: Concept & dimensions of Sustainability; Triple Bottom Line; Significance and need for sustainable development. Green marketing – History, Concept, Definition, Phases, Elements, importance; Golden Rules of Green Marketing; Green Marketing, Environmental Marketing and Sustainable Marketing; Practical – Identify, collect and discuss the green marketing messages on various products		
II	Unit – II Green Marketing Management: Green Marketing Mix, Green Products, Green Branding, Perception of Stakeholders, Green Consumerism &, Green Consumer Segments; Impact of Green Marketing on consumer buying behavior and Brand Image; Green Marketing Strategies, Green marketing Campaigns, Practical – Design a Green Marketing Campaign for a product		
III	Unit – III Role of Green Marketing: Intro to SDGs, Role in Sustainable Development and in United Nations SDGs 12, 13 and 15, UN Environment and ITC's (International Trade Center) Guidelines for Providing Product Sustainability Information – Fundamental & Aspirations Principles, Practical – Design a product communication using these principles		
IV	Unit – IV Latest trends in Green marketing: Green Marketing and CSR, Ethical issues, Challenges & opportunities; Concept and cases of Green Washing, Laws related to Green Marketing, Green initiative by major companies in India, Careers in Green Marketing; Future trends and Case Studies		
Books Recommended:			
<ol style="list-style-type: none"> 1. The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding” by Jacquelyn A. Ottman, Berrett-Koehler Publishers. 2. Green Marketing and Sustainable Development” by Amit Kumar Sing and Priyanka Mahanta, Mittal Publications, January 2021. 3. Green Marketing: Concepts, Literatures and Examples” by P. Ravi and M. Meera, Evincepub Publishing, August 2021. 4. Green Marketing - The New Age Marketing” by Minakshi Tyagi, Notion Press, January 2022. 5. Green Marketing Concept & Cases” by Dr. Sapna Sugandha, Mr. Chandan Veer, Prof. (Dr.) Pavnesh Kumar. 			