

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

**Semester – I**

<b>Strategic Management (MCM 1.1)</b>			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<b>Objectives:</b>			
<ol style="list-style-type: none"> <li>To provide students with an idea of the concept of strategy and understand the basic concepts and principles of strategic management.</li> <li>To analyze the internal and external environment of business.</li> <li>To help them for strategy formulation and strategy implementation.</li> <li>To analyze corporate strategies for achieving strong presence in the global context.</li> </ol>			
<b>Learning Outcome:</b>			
<ol style="list-style-type: none"> <li>Help in understanding and exposing to various perspectives and concepts in the field of Strategic Management.</li> <li>Help develop skills for applying these concepts to the solution of business problems through environmental analysis.</li> <li>Develop and prepare organizational strategies that will be effective for the current business environment.</li> <li>Devise strategic approaches to managing a business successfully in a global context.</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<b>Introduction to Strategic Management:</b> 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.		
<b>II</b>	<b>Environment Analysis:</b> 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.		
<b>III</b>	<b>Strategy Formulation and Implementation:</b> 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.		
<b>IV</b>	<b>Types of Strategies:</b> Corporate Strategy- types- Stability, expansion, retrenchment and combination strategy- merits and demerits; <b>Growth Strategies</b> 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.		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li><b>Business Environment for Strategic Management</b>, Dr. Aswathappa, Tata McGraw Hill.</li> <li><b>Business Policy and Strategic Management</b>, Subbarao, HPH.</li> <li><b>Strategic Management an Integrated Approach</b>, Charles W.L Hill and Gareth R. Jones, Cengage Learning</li> <li><b>Business Policy and Strategic Management</b>, Azhar Kazmi, Tata McGraw Hill</li> <li><b>Strategic Management and Business Policy</b>, C. Appa Rao, Excel Books.</li> <li><b>Business Policy and Strategic Planning and Management</b>, Ghosh P.K., Tata McGraw Hill.</li> <li><b>Strategic Management</b>, Pillai, Jaico Pub.</li> <li><b>Business Policy and Strategic Management</b>, Lawrence, Tata McGraw Hill.</li> <li><b>Business Policy and Strategic Management</b>, Sathyashekar : I.K International Publishing House Pvt. Ltd.</li> </ol>			

**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
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**Objectives:**

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 Outcomes:** After learning this subject,

1. Understand the concepts of investment, securities, and securities markets.
2. Analyze various investment avenues on the basis of risk, return, liquidity, and safety.
3. Apply basic fundamental and technical analysis for investment decision-making.
4. Understand portfolio management, diversification, investor protection mechanisms, and emerging trends in securities markets.

<b>Unit</b>	<b>Content</b>
<b>I</b>	<b>Introduction to Investment and Securities Market</b> Meaning of Investment, Speculation and Gambling. Investment Process and Objectives of Investment. Meaning and Features of Securities. Types of Securities – Equity Shares, Preference Shares, Debentures, Bonds and Mutual Fund Units. Meaning and Structure of Securities Market. Functions of Securities Market. Difference between Money Market and Capital Market.
<b>II</b>	<b>Structure and Working of Securities Market</b> Primary Market – Meaning, Features and Methods of Issue. Secondary Market – Meaning, Features and Importance. Stock Exchange – Meaning, Features and Functions. Securities and Exchange Board of India (SEBI) – Objectives, Role and Functions. Market Participants – Investors, Brokers, Depositories and Merchant Bankers. Demat Account and Trading Account. Process of Buying and Selling Securities. Online Trading – Meaning, Advantages and Limitations.
<b>III</b>	<b>Investment Alternatives, Return and Risk</b> Investment Alternatives – Bank Deposits, Post Office Schemes, Insurance, Shares, Debentures, Mutual Funds, Gold and Real Estate. Factors Affecting Investment Decisions. Meaning and Types of Return. Meaning and Types of Investment Risk. Relationship between Risk and Return. Concept of Safety, Liquidity and Profitability. Asset Allocation and Diversification.
<b>IV</b>	<b>Security Analysis and Portfolio Management</b> Meaning and Importance of Security Analysis. Fundamental Analysis – Meaning and Basic Concepts. Technical Analysis – Meaning and Basic Concepts. Difference between Fundamental Analysis and Technical Analysis. Meaning, Objectives and Importance of Portfolio Management. Portfolio Diversification and Asset Allocation. Role of SEBI in Investor Protection. Emerging Trends in Securities Markets (Artificial Intelligence in Investing, Deepfake Scams and Financial Frauds, Robo-Advisory Services and Online Investing).

**Books Recommended:**

1. **Investment Management and Security Analysis** – V. A. Avadhani, Himalaya Publishing House.
2. **Security Analysis and Portfolio Management** – Donald E. Fischer and Ronald J. Jordan, Pearson Education.
3. **Investment Analysis and Portfolio Management** – Frank K. Reilly and Keith C. Brown, Cengage Learning India.
4. **Indian Financial System and Financial Markets** – Bharati V. Pathak, Pearson Education.
5. **Investment Management** – Preeti Singh, Himalaya Publishing House

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**Semester – I**

<b>Startup and Venture Capital Management (MCM 1.3)</b>			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<b>Objective:</b>			
<ol style="list-style-type: none"> <li>1. To understand the concepts of Startup and roles of various parties involved</li> <li>2. To analyze the opportunities and explain role of Government into promoting Start-Ups</li> <li>3. To learn various concepts of Venture Capital</li> <li>4. To know the working mechanism of the Venture Capital Financing</li> </ol>			
<b>Learning Outcome:</b>			
<ol style="list-style-type: none"> <li>1. Explain the definition of Startup and identify the roles of Startups, Entrepreneurs and Government</li> <li>2. List the pillars of Startups and elaborate various schemes of Govt.</li> <li>3. Describe the working mechanism of Venture Capital</li> <li>4. List the challenges faced by Venture Investors and discuss the legal framework for Venture Financing</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<b>Introduction to Startups:</b> 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		
<b>II</b>	<b>Opportunities in Startup:</b> 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		
<b>III</b>	<b>Introduction to Venture Capital:</b> 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		
<b>IV</b>	<b>Venture Financing:</b> 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.		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li>1. <b>Starting, Developing and Managing a New Enterprise</b>, Hishrich., Peters, Entrepreneurship: Irwin</li> <li>2. <b>Launching New Ventures: An Entrepreneurial Approach</b>, Allen, K.R., Cengage Learning, Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India.</li> <li>3. <b>Venture Capital and Indian Economy: Funding Guide Start-Up to Scale-Up</b>, Dr. P. C. Gupta, Scriptor Publication</li> <li>4. <b>Banking and Financial Services</b>, Dr. Mukund Sharma, Himalaya Publishing House</li> </ol>			

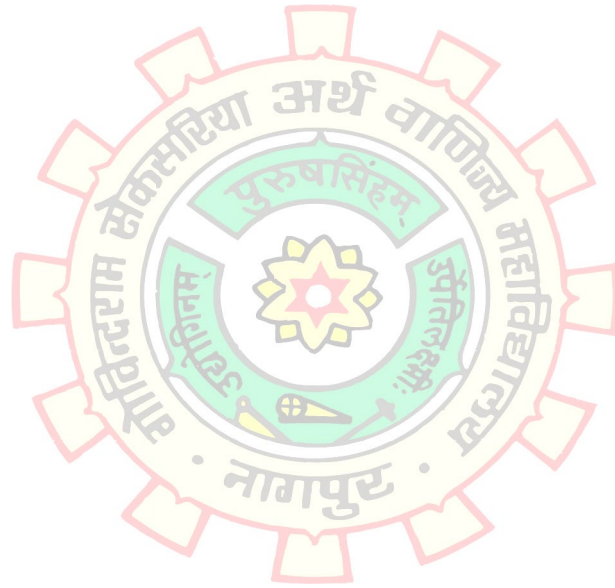
**Name of Course: M.Com. (Major in Management)**

**Semester – I**

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

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

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



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**Semester – I**

<b>Accounting for Management Decisions (MCABR 1.4.2)</b>			
Teaching Hours: 60	Total Credits: 04	Total Marks: 70 + 30 =100	Group: Major Electives
<b>Objectives:</b>			
<ol style="list-style-type: none"> <li>To enable students to understand the meaning, objectives, characteristics and tools of financial statement analysis for managerial decision-making.</li> <li>To develop the ability to calculate and interpret accounting ratios for evaluating liquidity, solvency, efficiency and profitability of business organisations.</li> <li>To acquaint students with the concept of budgetary control and develop practical skills in the preparation of flexible budgets.</li> <li>To enable students to apply marginal costing techniques, break-even analysis and related concepts for short-term business decision-making.</li> </ol>			
<b>Learning Outcomes:</b>			
<ol style="list-style-type: none"> <li><b>Analyse</b> financial statements by preparing comparative statements, common size statements and trend analysis for managerial interpretation.</li> <li><b>Compute</b> and <b>interpret</b> various accounting ratios and prepare a balance sheet on the basis of given ratios.</li> <li><b>Prepare</b> flexible budgets and explain the role of budgetary control in planning and control of business operations.</li> <li><b>Apply</b> marginal costing tools such as contribution, profit-volume ratio, break-even point and margin of safety for decision-making.</li> </ol>			
Unit	Content		
<b>I</b>	<b>Analysis of Financial Statements:</b> <b>Theory:</b> Meaning, Characteristics, Objectives and tools of analysis of financial statements: Comparative Statements, Common Size Statements, Trend Analysis, Ratio Analysis and Cash Flow Analysis. <b>Practical Problems:</b> Comparative Statements, Common Size Statements, Trend Analysis.		
<b>II</b>	<b>Accounting Ratios:</b> <b>Theory:</b> Meaning of Accounting Ratios, Objectives, Advantages, Limitations, Types of Ratios: Liquidity Ratios, Solvency Ratios, Activity (or Turnover) Ratios, Profitability Ratios. <b>Practical Problems:</b> Calculation of Liquidity Ratios, Solvency Ratios, Activity (or Turnover) Ratios, Profitability Ratios and preparation of Balance Sheet on the basis of ratios.		
<b>III</b>	<b>Budget and Budgetary Control:</b> <b>Theory:</b> Meaning of Budgetary Control, Tools of Budgetary Controls, Types of Budget, Advantages and Disadvantages of Flexible Budget. <b>Practical Problems:</b> Preparation of Flexible Budget.		
<b>IV</b>	<b>Marginal Costing and Decision Making:</b> <b>Theory:</b> Meaning of Marginal Costing, Objectives, Need, Importance, Advantages and Disadvantages of Marginal Costing. Importance of Marginal Costing in Decision Making. Meaning and Use of Break-Even Point, Introduction of Various Concepts Like Contribution, Profit Volume Ratio, Fixed Costs, Margin of Safety. <b>Practical Problems:</b> Calculation of BEP in Units and Amount, Profit Volume Ratio, Margin of Safety, Fixed Cost, Sale, Profit, Variable Cost, Contribution.		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li><b>Advance Management Accounting:</b> Dr. S.C. Gulhane, Seth Publication Pvt. Ltd., 2017.</li> <li><b>Accounting for management:</b> M.N. Arora, S. Chand &amp; Co., Ltd., New Delhi, 2013.</li> <li><b>Advance Management Accounting:</b> Dr. Pradeep Wath, Payal Prakashan, Nagpur, 2017.</li> <li><b>Advance Management Accounting:</b> Prof. E. Gordon, Himalaya Publication House, 2010.</li> <li><b>Management Accounting: Text Problems and Cases,</b> KHAN and Jain, McGraw- Hill Education 6th Edition</li> <li><b>Modern Cost and Management Accounting,</b> HANIF, Mc Graw - Hill Education, 1st edition</li> <li><b>Cost and Management Accounting,</b> M. N. Arora, Himalaya publishing house 3rd edition</li> </ol>			

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**Semester – I**

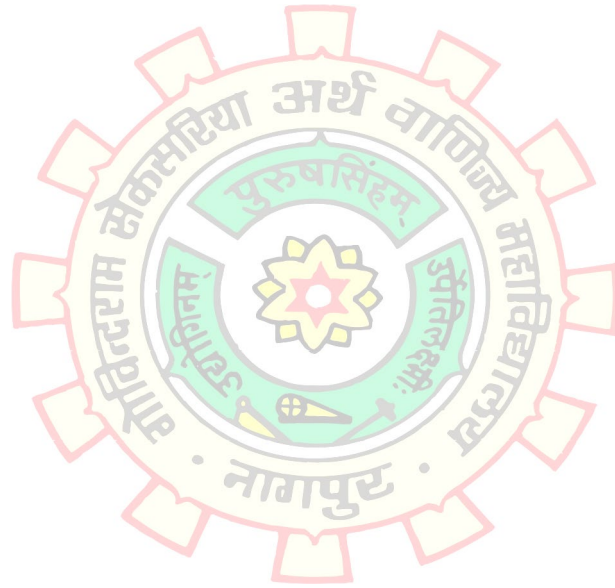
<b>AI in Research Methodology (MCM 1.5)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 =100	Group: Research Methodology
<p><b>Objective:</b> This programme aims at providing an advanced understanding of business research integrated with Artificial Intelligence tools. It focuses on enhancing research efficiency, accuracy, and quality through AI-assisted literature review, data collection, analysis, and report writing.</p>			
<p><b>Learning Outcomes:</b> After successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> <li><b>Explain</b> the fundamental concepts, process, and significance of research methodology in the field of commerce and management.</li> <li><b>Apply</b> appropriate AI tools and research methods for literature review, research design, sampling, and data collection.</li> <li><b>Analyze</b> research data and scholarly literature to identify research gaps, interpret findings, and draw meaningful conclusions.</li> <li><b>Create</b> structured research reports and conference research papers using appropriate academic writing, referencing, and plagiarism standards.</li> </ol>			
Unit	Content		
<b>I</b>	<p><b>Introduction to Research Methodology:</b> Meaning of Research, Meaning of Research Methodology, Importance &amp; Scope of Research in Commerce, Objectives and Characteristics of good research, Types of Research, Research Process.</p> <p><b>Review of Literature:</b> Meaning, purpose and importance of Literature Review, Steps in writing a literature review, Systematic Literature Review – Meaning, PRISMA Framework, Identification of Research Gaps.</p> <p><b>AI Tools to be used:</b> Notebook LM (Conceptual understanding and source-based note preparation), SciSpace AI (Understanding research papers), Litmaps AI (Literature mapping and citation networks), Research Rabbit (Paper discovery).</p>		
<b>II</b>	<p><b>Research Design:</b> Meaning and types of Research Design, Characteristics of research design, Types of Research Design; sources of research problem, Selection of a problem for Research, Framing of Hypothesis – Steps in Formulation of Hypothesis.</p> <p><b>Sampling:</b> Meaning of Sample – Sample Design, Sampling Techniques, Calculation of Sample Size, Survey – Planning a Survey.</p> <p><b>AI Tools to be used:</b> Consensus AI (Research gap identification), Connected Papers (Research framework and methodology mapping), G*Power (Sample size and statistical power calculation), AI tools for calculating appropriate sample size.</p>		
<b>III</b>	<p><b>Data Collection:</b> Primary data and secondary data – Meaning, Sources of data; Use of primary and secondary data.</p> <p><b>Methods of Data Collection</b> – Methods of collecting Primary Data – Observation, Interviews, Questionnaires and Schedules – its advantages and limitations. Methods of collecting Secondary Data.</p> <p><b>AI Tools to be used:</b> Google Forms with AI (Auto question generation), Typeform AI (Smart surveys), SurveyMonkey (Online survey design and questionnaire administration), ChatGPT Forms / Form builders.</p>		
<b>IV</b>	<p><b>Analysis and Interpretation of Data:</b> Editing; Classification and Tabulation; benefits of tabulation, Analysis and Interpretation of Data.</p> <p><b>Report Writing:</b> Qualities of a Good Report, Structure of the Research Report, References, Bibliography, Citations – styles of citations; Important Scholarly Publishing Concepts: DOI, ORCID, LaTeX; Reference Import and Citation File Formats (.ris, .bib files); Meaning of Plagiarism.</p> <p><b>AI Tools to be used:</b> Julius AI (Data analysis and visualization), Excel with Copilot and Data Analysis ToolPack, Mendeley (Reference management), Scite.ai (Smart citation analysis), Grammarly AI (Academic writing enhancement), reviewer3.com (Manuscript Quality Review)</p>		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li><b>Research Methodology:</b> A Step-by-Step Guide for Beginners – Ranjit Kumar, Pearson</li> <li><b>Research Methodology:</b> Methods and Techniques – C. R. Kothari, New Age International Publishers</li> <li><b>Business Research Methods:</b> Donald R. Cooper &amp; Pamela S. Schindler, McGraw Hill</li> <li><b>Research Design:</b> Qualitative, Quantitative, and Mixed Methods Approaches – John W. Creswell, SAGE</li> <li><b>The Craft of Research:</b> Wayne C. Booth, Gregory G. Colomb &amp; Joseph M. Williams.</li> </ol>			

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**Semester – II**

<b>Advanced Strategic Management (MCM 2.1)</b>			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<p><b>Objective:</b></p> <ol style="list-style-type: none"> <li>1. To familiarize students with contemporary theories, approaches, frameworks, and tools needed to develop and execute strategic decisions.</li> <li>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.</li> <li>3. To analyze the competitive environment.</li> <li>4. To understand emerging trends in strategic management.</li> </ol>			
<p><b>Learning Outcome:</b></p> <ol style="list-style-type: none"> <li>1. Understand new forms of Strategic Management concepts, develop analytical skills to provide strategic solutions and their use in business</li> <li>2. Acquaint with new business models and strategies for the Economy</li> <li>3. Understand the concepts and elements of competitive advantage as well as of core competency are outlined and applied.</li> <li>4. Acquaint with recent developments and trends in the business corporate world.</li> </ol>			
Unit	Content		
<b>I</b>	<p><b>Strategic Management &amp; Planning</b> - Major dimensions of strategic Management, Levels of Strategies, Components of Strategy Statement-Strategic Intent, Mission Statement, vision statement, Goals &amp; Objectives, Benefits of Vision and Mission, Strategic Planning, Strategic Planning Stages, Characteristics of Strategic Planning, Strategic Decision Making-Characteristics/Features of Strategic Decisions.</p>		
<b>II</b>	<p><b>Models of strategic management and Competition Strategies</b> – 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>		
<b>III</b>	<p><b>Competitive Advantage and Core competency</b> – Definition, Types of Competitive Advantages, Competitive Intelligence-Definition, Objectives &amp; 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>		
<b>IV</b>	<p><b>Emerging Trends in Strategic Management</b> – 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><b>Books Recommended:</b></p> <ol style="list-style-type: none"> <li>1. <b>Business Environment for Strategic Management</b>, Dr. Aswathappa, Tata McGraw Hill.</li> <li>2. <b>Business Policy and Strategic Management</b>, Subbarao, HPH.</li> <li>3. <b>Strategic Management an Integrated Approach</b>, Charles W.L Hill and Gareth R. Jones, Cengage Learning</li> <li>4. <b>Business Policy and Strategic Management</b>, Azhar Kazmi, Tata McGraw Hill</li> <li>5. <b>Strategic Management and Business Policy</b>, C. Appa Rao, Excel Books.</li> <li>6. <b>Business Policy and Strategic Planning and Management</b>, Ghosh P.K., Tata McGraw Hill.</li> <li>7. <b>Strategic Management</b>, Pillai, Jaico Pub.</li> <li>8. <b>Business Policy and Strategic Management</b>, Lawrence, Tata McGraw Hill.</li> <li>9. <b>Business Policy and Strategic Management</b>, Sathyashekar : I.K International Publishing House Pvt. Ltd.</li> <li>10. <b>Business Policy &amp; Strategic Management</b>, Kazmi Azhar, Tata McGraw Hill</li> </ol>			

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

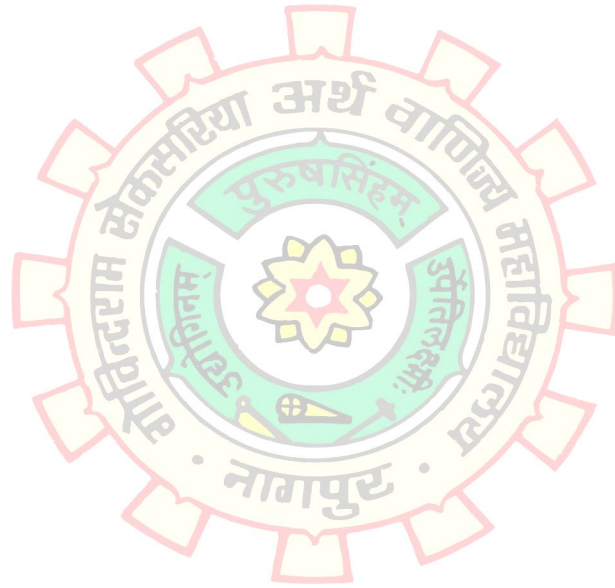


**Name of Course: M.Com. (Major in Management)**

**Semester – II**

<b>Risk Management (MCM 2.2)</b>			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<b>Objective:</b> <ol style="list-style-type: none"> <li>1. To understand a thorough understanding of the concept of risk.</li> <li>2. To identify and assess risks, understanding the sources of risks within an organization.</li> <li>3. To understand the concept of risk management and its importance in organizations.</li> <li>4. To evaluate the risks associated with corporate governance and understand the framework for board-level consideration of risks.</li> </ol>			
<b>Learning Outcome:</b> <ol style="list-style-type: none"> <li>1. Acquire deep knowledge and understanding of the concept of risk. They will be familiar with different types of risks.</li> <li>2. 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.</li> <li>3. 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.</li> <li>4. Comprehend the risks associated with corporate governance, enterprise and manage operational risks in day-to-day business operations.</li> </ol>			
Unit	Content		
<b>I</b>	<b>Introduction to Risk Management:</b> 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.		
<b>II</b>	<b>Source and Evaluation of Risks:</b> 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. <b>Credit Risk Measurement and Management:</b> 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.		
<b>III</b>	<b>Risk Management:</b> Concept of Risk Management, Objective and Process of Risk Management, Importance of Risk Management, Risk Management techniques <b>Evaluation of Risk Management Strategies:</b> Risk Management Strategy alignment with Business-Strategy, Internal Control environment and linkages with Risk Management, Risk Culture and attitudes to risk management.		
<b>IV</b>	<b>Risk Associated with Corporate Governance:</b> Evaluation of Risk Associated with Governance, Description and evaluation of framework for Board level consideration of risk, OECD Guidelines for Corporate Governance. <b>Enterprise Risk Management:</b> Definition, Scope and Techniques <b>Operational Risk Management:</b> Definition, Scope and Techniques		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li>1. <b>Enterprise Risk Management: Concepts and Cases</b>, Sim Segal</li> <li>2. <b>Risk Management: A Strategic Approach</b> by Ranjan Kumar Bal</li> <li>3. <b>Risk Management: Concepts and Applications</b> by SubbaRao</li> <li>4. <b>Enterprise Risk Management: A Common Framework for the Entire Organization</b> by R. Kannan and S. Sundararajan</li> </ol>			

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.



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

**Semester – II**

<b>International Trade Management (MCM 2.3)</b>			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<b>Objective:</b>			
<ol style="list-style-type: none"> <li>1. To learn the Concepts and Principles of International Trade.</li> <li>2. To analyze the factors affecting International Trade.</li> <li>3. To learn the various sources of International Finance.</li> <li>4. To know the role of Global Trade Organizations.</li> </ol>			
<b>Learning Outcome:</b>			
<ol style="list-style-type: none"> <li>1. Demonstrate the Principles of International Trade.</li> <li>2. Evaluate the impact of various factors of International Trade on the business.</li> <li>3. List the various sources of international finance.</li> <li>4. Discuss the role of various international trade institutions.</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<b>Introduction to International Business:</b> Introduction to International Business, salient features, importance and advantages of international trade. <b>International Business Environment:</b> Introduction and meaning of Economic Environment, Political Environment, Demographic environment, Legal environment & Technological environment		
<b>II</b>	<b>International Trade:</b> Trade Barriers <b>International Trade Theories-</b> David Ricardo's- 'Theory of Comparative Cost Advantage', Adam Smith- 'Theory of International Trade'; <b>Foreign Investment:</b> Introduction, Objectives, Importance, Types of foreign investments;		
<b>III</b>	<b>Balance of Payment:</b> Importance and Components <b>International Financial Management:</b> Introduction, Components of International Financial Management, Scope of International Financial Management; <b>Global Sourcing:</b> Introduction, advantages and disadvantages, Reasons for global sourcing		
<b>IV</b>	<b>Global Institutions:</b> Objectives and functions of - World Bank, International Monetary Fund (IMF) and World trade organization (WTO); <b>Ethics in International Business:</b> Introduction, Business Ethics Factors, International Business and Ethics; <b>Ease of Doing Business in India:</b> Govt. of India initiatives for FDI, India's Atmanirbhar Abhiyan- Self-Reliance initiative		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li>1. <b>International Business</b>, Francis Cherunilam; Prentice Hall of India.</li> <li>2. <b>International Business</b>, Shukla, Excel Books.</li> <li>3. <b>International Business Environment</b>, Francis Cherunilam, HPH.</li> <li>4. <b>Elements of International Business</b>, S. N. Charry, Biztrantra.</li> <li>5. <b>International Business</b>; Harrison Et Al; Oxford.</li> <li>6. <b>International Business</b>, Daneils Et Al; Pearson.</li> <li>7. <b>International Management</b>, Hodgetts and Luthans; Mcgraw-Hill</li> </ol>			

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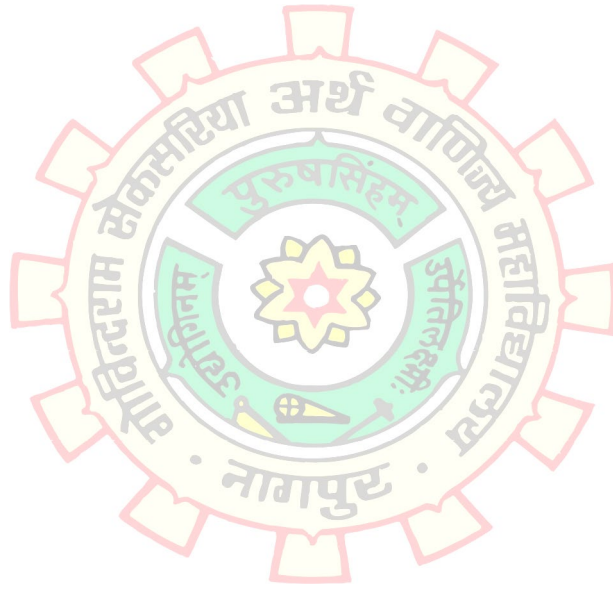
**Semester – II**

<b>Service Sector Management (MCM 2.4.1)</b>			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Electives
<b>Objective:</b> <ol style="list-style-type: none"> <li>1. To provide students with a comprehensive understanding of the service sector Management</li> <li>2. To explain the importance of services in the economy</li> <li>3. To understand the IT industry and its significance in the modern economy.</li> <li>4. To understand the importance of efficient service delivery channels and logistics.</li> </ol>			
<b>Learning Outcome:</b> Students will be able to - <ol style="list-style-type: none"> <li>1. Apply this knowledge of service sector management in the contemporary business environment.</li> <li>2. Recognize the significance of the service sector in the economy, including its contribution to employment, GDP, and overall economic growth.</li> <li>3. Gain the knowledge of the IT industry, its scope, and its impact on various sectors of the economy.</li> <li>4. Identify and analyze the challenges specific to the distribution of services, and the importance of understanding customer needs and expectations in service delivery</li> </ol>			
Unit	Content		
<b>I</b>	<b>Service Sector Management – An Overview:</b> 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.		
<b>II</b>	<b>Emergence of the Services Economy:</b> 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		
<b>III</b>	<b>IT and ITES Sector:</b> 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.		
<b>IV</b>	<b>Distribution, Planning and Managing Service Delivery:</b> 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.		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li>1. <b>Service Sector Management</b>, Sanjay Patankar, Himalaya Publishing House</li> <li>2. <b>Managing Services</b>, Christopher H. Lovelock, Prentice Hall Publications</li> <li>3. <b>Total Quality Management:</b> JE Ross,</li> <li>4. <b>Total Quality Management:</b> DH Besterfield, CB Michna: Prentice Hall</li> <li>5. <b>Services Marketing;</b> Ravi Shankar, St. Lucie Press, 2004</li> <li>6. <b>Services Marketing;</b> S M Jha; Himalaya Publishing House.</li> <li>7. <b>Strategic Services Management;</b> Boyle, Elsevier</li> <li>8. <b>Services Marketing and Management:</b> Balaji, A.H. wheeler publications</li> </ol>			

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**Semester – II**

<b>Statistics for Business Decision Making (MCM 2.4.2)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Electives
<p><b>Objective:</b></p> <ol style="list-style-type: none"> <li>1. To acquaint students with the basic concepts, scope, importance and limitations of statistics and its role in business and managerial decision-making.</li> <li>2. To enable students to collect, classify, tabulate, present and interpret business data through statistical tables, diagrams and graphs.</li> <li>3. To develop the ability to apply measures of central tendency, dispersion, skewness and time series techniques for analysing business data.</li> <li>4. To introduce students to hypothesis testing and statistical tools useful for forecasting, market analysis, quality control, financial analysis and managerial decisions.</li> </ol>			
<p><b>Learning Outcome:</b> Students will be able to -</p> <ol style="list-style-type: none"> <li>1. <b>Explain</b> the meaning, scope, importance and limitations of statistics and describe its application in business decision-making.</li> <li>2. <b>Prepare</b> and interpret frequency tables, diagrams and graphs using primary and secondary data.</li> <li>3. <b>Compute</b> and <b>analyse</b> mean, median, mode, standard deviation, coefficient of variation, skewness, range and time series trends for business data.</li> <li>4. <b>Apply</b> basic hypothesis testing techniques such as z-test, t-test and chi-square test for solving simple business decision-making problems.</li> </ol>			
Unit	Content		
<b>I</b>	<p><b>Statistics:</b> Meaning, definition, scope, importance and limitations of statistics; Role of statistics in business and managerial decision-making.</p> <p><b>Data Collection and Presentation:</b> Primary and secondary data; Methods of data collection; Classification and tabulation of data; Frequency distribution; Diagrammatic and graphical presentation — bar diagram, pie diagram, histogram, and line graph.</p> <p><b>Practical Problems:</b> Preparation of frequency table, diagrams, graphs and computation of averages.</p>		
<b>II</b>	<p><b>Measures of Central Tendency:</b> Mean, median, mode, geometric mean and harmonic mean — meaning, merits, demerits and practical applications.</p> <p><b>Measures of Dispersion:</b> Meaning and importance; Range, quartile deviation, mean deviation, standard deviation, variance and coefficient of variation; <b>Skewness:</b> Meaning, types and measurement of skewness — Karl Pearson’s coefficient and Bowley’s coefficient.</p> <p><b>Practical Problems:</b> Problems on Standard deviation, coefficient of variation, skewness.</p>		
<b>III</b>	<p><b>Time Series:</b> Meaning of time series, characteristics &amp;, merits &amp; demerits of semi- average method &amp; moving average method in time series.</p> <p><b>Range:</b> Meaning of range, characteristics &amp; its Objectives.</p> <p><b>Practical Problems:</b> Time Series – Semi-average method, moving average method; Calculation of range and its co-efficient</p>		
<b>IV</b>	<p><b>Hypothesis Testing:</b> Meaning of hypothesis, null and alternative hypothesis, type I and type II errors, level of significance; Basic understanding of z-test, t-test and chi-square test.</p> <p><b>Statistical Decision Making:</b> Use of statistical tools in business forecasting, market analysis, quality control, financial analysis and managerial decision-making.</p> <p><b>Practical Problems:</b> Simple hypothesis testing problems.</p>		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li>1. <b>Fundamentals of Statistics</b>, D. V. Elhance &amp; Veena Elhance</li> <li>2. <b>Statistics</b>, V. K. Kapoor, S. Chand &amp; Sons</li> <li>3. <b>Statistics</b>, B. Gupta, Sahitya Bhavan, Agra</li> <li>4. <b>Statistics Methods</b>, S. P. Gupta, S. Chand &amp; Sons</li> <li>5. <b>Fundamental of Statistics</b>, S. C. Gupta, Himalaya Publishing House</li> </ol>			



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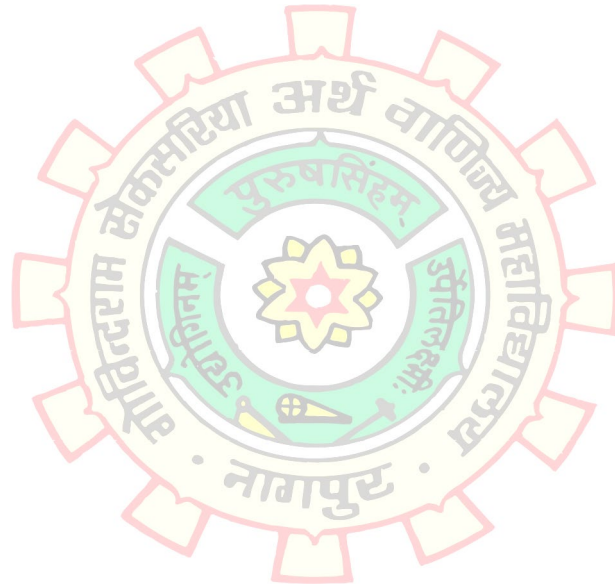
**Semester – III**

<b>Advanced Financial Management (MCM 3.1)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
<p><b>Objective:</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>To comprehend different dividend policies, including stable dividend, residual dividend, and hybrid dividend policies, and their impact on shareholder wealth and firm value.</li> <li>To outline techniques for evaluating and selecting investment projects and applying these techniques.</li> </ol>			
<p><b>Learning Outcomes:</b> After learning this course, students will be able to –</p> <ol style="list-style-type: none"> <li><b>Determine</b> the impact of debt equity mix on value of firm and compare the various theories of capital structure.</li> <li><b>Evaluate</b> specific cost of capital for various sources of finance.</li> <li><b>Compute</b> the value of a stock using different dividend discount models and dividend's importance in company's valuation.</li> <li><b>Classify</b> the capital budgeting projects and make investment decisions</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<p><b>Structure of Capital</b>  <b>Theory:</b> Introduction to Finance, Introduction to business finance, function of finance, scope, organization, Goals &amp; objectives of financial management Financial Sources-SHORT TERM: Commercial paper &amp; trade credit &amp; bills discounting (Features &amp; Utility).LONG TERM: shares, debentures, term loans, lease &amp;hire purchase, retained earnings, public deposits, bonds (Types, features &amp; utility). Capital structure of Automobile industry companies viz. Bajaj Auto and Mahindra &amp; Mahindra.  <b>Practical Problems:</b> Problems of Capital Structure.</p>		
<b>II</b>	<p><b>Cost of capital</b>  <b>Theory:</b> Concept, meaning, principles &amp;significance of cost of capital. Concept of Equity Trading, Capital gearing &amp; leveraging, Cost of different sources of finance, Weighted average cost of capital.  <b>Practical Problem:</b> Calculation of Cost of Equity Capital, Cost of Preference Share Capital, Cost of Debenture&amp; Cost of Retained Earnings)  <b>Calculate cost of Capital of Any Nifty 50 Company.</b></p>		
<b>III</b>	<p><b>Dividend policies:</b>  <b>Theory:</b> 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.  <b>Practical Problem:</b> Practical Problems of Dividend policies by Gordon, Walter and Modigliani-Miller models.  <b>Analyzing latest dividend policy of any NIFTY 50 company.</b>  <b>Practical Problem:</b> Practical Problems of Dividend policies by Gordon model, Walter model and Modigliani-Miller model.</p>		
<b>IV</b>	<p><b>Capital budgeting:</b>  <b>Theory:</b> 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, 12<sup>th</sup> 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



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**Semester – III**

<b>Customer Relationship Management (MCM 3.2)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
<p><b>Objective:</b></p> <ol style="list-style-type: none"> <li>To provide students with a comprehensive understanding of the concept, challenges, opportunities, and importance of CRM.</li> <li>To familiarize students with various CRM practices, customer value creation, satisfaction, retention strategies, and digital campaigns.</li> <li>To equip students with knowledge of CRM strategies for value addition, customer loyalty creation, and customer awareness.</li> <li>To update students on the latest trends and developments in CRM, including eCRM, digitization, and the role of IT.</li> </ol>			
<p><b>Learning Outcomes:</b> After learning this course, students will be able to –</p> <ol style="list-style-type: none"> <li><b>Explain</b> the meaning, process, and functions of CRM and identify its key components, challenges, and opportunities.</li> <li><b>Illustrate</b> CRM practices, including customer value creation, satisfaction, and retention strategies, and identify and analyze the issues and challenges in CRM implementation.</li> <li><b>Elaborate</b> on various CRM strategies such as value addition, rewards, and customer loyalty programs, and analyze their effectiveness through real-time examples.</li> <li><b>Explain</b> 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.</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<b>Unit – I Introduction:</b> 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		
<b>II</b>	<b>Unit – II CRM Practices :</b> 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		
<b>III</b>	<b>Unit – III Strategies in CRM:</b> 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		
<b>IV</b>	<b>Unit – Latest Trends in CRM:</b> 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.		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li><b>Marketing Management</b> by Arun Kumar, Rachana Sharma, Atlantic Publishers &amp; Distributors New Delhi</li> <li><b>Marketing Management</b> by Ranjan Saxena, Tata Mc-Graw Hill Publishers, New Delhi</li> <li><b>Customer Relationship Management: Emerging Concepts, Tools, and Applications</b> by Jagdish Sheth, Atul Paratiyar, Tata Mc-Graw Hill Publication Company, New Delhi</li> <li><b>Customer Relationship Management</b> by R.K Sungadhi, New Age International Publishers</li> <li><b>Customer Relationship Management: A Strategic Approach</b> by Lakshman Jha, Global India Publications Pvt Ltd., New Delhi</li> <li><b>Marketing Management</b> by Philip Kotler, Prentice Hall India, 11<sup>th</sup> Edition</li> </ol>			

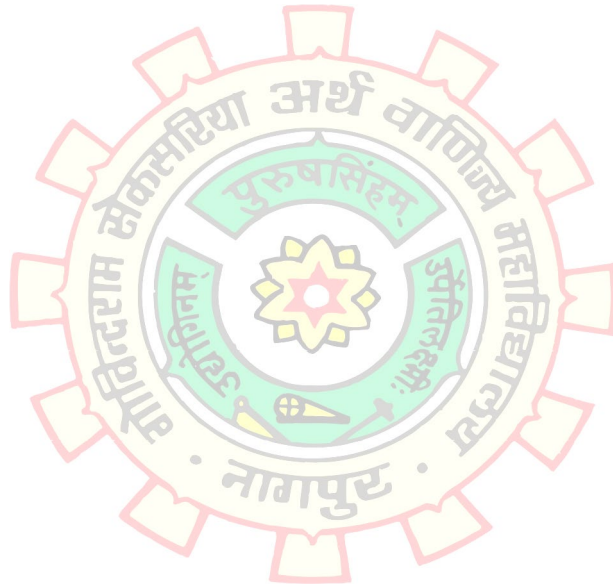
**Name of Course: M.Com. (Major in Management)**

**Semester – III**

<b>Entrepreneurship Development and Management (MCM 3.3)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
<b>Objective:</b> <ol style="list-style-type: none"> <li>To understand the concept of the entrepreneurship and examine the key resources required to explore innovative Business idea.</li> <li>To analyze various aspects needed in Business Plan and to identify the entrepreneurial government schemes in India.</li> <li>To explore entrepreneurial finance and to identify the entrepreneurial opportunities in various sectors.</li> <li>To evaluate the social responsibilities of business.</li> </ol>			
<b>Learning Outcomes:</b> After learning this course, students will be able to – <ol style="list-style-type: none"> <li><b>Understand</b> the fundamentals of entrepreneurship and would explore business idea.</li> <li><b>Apply</b> the concept of various government schemes related to entrepreneurship in India.</li> <li><b>Analyze</b> the entrepreneurial opportunities in various sector.</li> <li><b>Evaluate</b> the social responsibilities and ethics of business.</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<b>Entrepreneurship Development Perspective:</b> <ul style="list-style-type: none"> <li><b>Entrepreneurship</b> – 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.</li> <li><b>Entrepreneurial Culture</b> – Elements of Entrepreneurial culture, Steps to change Entrepreneurial Culture.</li> <li><b>Theories of Entrepreneurship</b> – Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness</li> </ul>		
<b>II</b>	<b>Business Plan and Entrepreneurial Support:</b> <ul style="list-style-type: none"> <li><b>Business Plan:</b> Building, Writing, Kinds Business Plan, ED Cycle, Financial Considerations (Cash Flow Management, Financial Plan, Business Plan).</li> <li><b>Incentives:</b> 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.</li> <li><b>Institutions in aid of Entrepreneurship Development:</b> The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs.</li> </ul>		
<b>III</b>	<b>Mobilizing Resources and Entrepreneurship in India:</b> <ul style="list-style-type: none"> <li><b>Mobilizing Resources:</b> Buying a business: Scrutiny, Valuation, Negotiation, Franchising, Debt Finance, Venture Capital, Business Models: Components &amp; Types.</li> <li><b>Entrepreneurship in India:</b> Family Business, e-Business, Small-Scale Sector in India, Entrepreneurship &amp; Industry, Ancillary Opportunities indifferent Economic Sectors: Agro Industries, Logistics, BPO, Banking and Finance.</li> </ul>		
<b>IV</b>	<b>Business Growth:</b> <ul style="list-style-type: none"> <li><b>Business Growth:</b> 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.</li> </ul>		
<b>Books Recommended:</b>			
<b>Text Book :</b>			
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**

<b>Leadership and Managerial Trainings (MCM 3.4.1)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Electives
<p><b>Objective:</b></p> <ol style="list-style-type: none"> <li>To develop an understanding about leadership roles and styles and examines the leader's role in the organization.</li> <li>To illustrate various theories of Leadership from the corporate world.</li> <li>To contrast various important perspectives of Leadership for enhancing Domain Knowledge, Critical thinking, Problem Solving and Innovative Solutions, Leadership and Teamwork.</li> <li>To summarize the working of leadership in organizations &amp; compare the differences.</li> </ol>			
<p><b>Learning Outcomes:</b> After learning this course, students will be able to –</p> <ol style="list-style-type: none"> <li><b>Understand</b> and gain Conceptual knowledge of Leadership.</li> <li><b>Demonstrate</b> an understanding of the current leadership theories and how they apply to modern organizations.</li> <li><b>Analyze</b> the impact of effective leadership perspectives on organizational performance</li> <li><b>Develop</b> abilities to lead teams through efficient leadership. Also compare cultural differences.</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<p><b>Introduction to Leadership</b>  <b>Theory</b> – 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.</p>		
<b>II</b>	<p><b>Theories of Leadership</b>  <b>Theory</b> – 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.</p>		
<b>III</b>	<p><b>Important Perspective in Leadership-</b>  <b>Theory</b> – 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 &amp; 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.</p>		
<b>IV</b>	<p><b>Leadership in Organizations:</b>  <b>Theory</b> – Transformational and Charismatic Leadership, Leadership of Ethics, Diversity and culture, Change Management and Strategic Leadership, Leadership in Learning Organization and Crisis Leadership</p>		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li><b>Organisational Behaviour:</b> M. Parikh and R. Gupta , Tata McGraw Hill Education Private Limited</li> <li><b>Organisational Behavior:</b> D. Nelson, J.C Quick and P. Khandelwal, Cengage Publication.</li> <li><b>Effective Leadership:</b> Achua, Lussier, Cengage Publications</li> <li><b>Leadership and Management:</b> A. Chandramohan, Himalaya Publishing House</li> <li><b>Leadership in Organisation:</b> Gary Yukl, Pearson Education</li> <li><b>Team Building &amp; Leadership:</b> Bhargava &amp; Bhargava, Himalaya Publishing House</li> <li><b>Team Building &amp; Leadership:</b> Dr. D.K.Tripathi, Himalaya Publishing House</li> <li><b>Leadership &amp; Management Development; Developing Tomorrow's Manager:</b> Kevin Dalton, Pearson Education</li> </ol>			

<b>Direct Taxes (MCM 3.4.2)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70 + 30 = 100	Group: Major Electives
<p><b>Objective:</b> After studying this paper, the student will be able to –</p> <ol style="list-style-type: none"> <li>1. <b>Introduce</b> students to the basic framework, concepts and provisions of direct taxation under the Income-Tax Act, 2025.</li> <li>2. <b>Explain</b> the rules relating to residential status, incidence of tax, exemptions, deductions and heads of income.</li> <li>3. <b>Demonstrate</b> the computation of income under the heads Salary, House Property and Other Sources.</li> <li>4. <b>Enable</b> students to apply relevant tax provisions for computing gross total income, taxable income and income-tax liability of an individual assessee.</li> </ol>			
<p><b>Learning Outcome:</b> After successful completion of this course, the learner will be able to:</p> <ol style="list-style-type: none"> <li>1. <b>Remember and explain</b> the basic concepts, charging provisions, residential status and incidence of tax under the direct tax framework in India.</li> <li>2. <b>Understand and classify</b> income under the heads Salary, House Property and Other Sources as per the applicable provisions.</li> <li>3. <b>Apply</b> relevant exemptions, deductions, rebate, surcharge, cess and tax rates while computing taxable income and tax liability.</li> <li>4. <b>Compute and prepare</b> a statement of gross total income, taxable income and income-tax liability of an individual assessee.</li> </ol>			
Unit	Content		
<b>I</b>	<p><b>Introduction to Direct Tax Framework in India under the Income-Tax Act, 2025 and basic concepts</b></p> <p><b>a) Basic concepts</b> – Introduction to the Income-tax Act, 2025; Finance Act; Concepts of Agricultural Income, Assessee, Tax Year, Person, Income, Gross Total Income and Charge of Income-tax; Difference between Exemptions and Deductions; Introduction to Heads of Income. Meaning of virtual digital assets (VDA), taxability of income from transfer of VDAs, TDS on payment on transfer of VDAs.</p> <p><b>b) Residential Status</b> - Rules for determining residential status of Individual, HUF, Firm and Company, need to determine residential status, Incidence of tax; Problems on determining residential status of an individual.</p>		
<b>II</b>	<p><b>Income from Salary</b></p> <p><b>a) Income from Salary</b> – Scope of chargeability; Meaning of Salary, Allowances, Perquisites, Exemptions and Deductions under the relevant law applicable to the tax year.</p> <p><b>b) Allowances to be studied</b> – House Rent Allowance, Children Education Allowance.</p> <p><b>c) Perquisite to be studied</b> – Valuation of Rent- free Accommodation and Valuation of Motor Car as applicable under the relevant tax regime.</p> <p><b>d) Practical problems on computation of income from salary (excluding retirement benefits).</b></p>		
<b>III</b>	<p><b>Income from House Property</b></p> <p><b>a) Income from House Property</b> – Scope of Chargeability; Study of the concepts: Let-out property, Self-occupied property, Gross Annual Value, Net Annual value – Deductions (Standard deduction and deduction in respect of payment of interest on borrowed capital)</p> <p><b>b) Computation of house-property income</b> – Practical problems on computation of income from house property.</p> <p><b>Income from Other Sources:</b></p> <p><b>a) Income from Other Sources</b> – Scope of Chargeability; Admissible Deductions, Disallowances.</p> <p><b>b) Computation of Income under the head other sources:</b> Practical problems on computation of income from other sources, including taxation of winnings from lotteries, crossword puzzles, horse races, card games, online games, and taxation of interest on securities.</p>		

<b>IV</b>	<p><b>Computation of Taxable Income and Income tax of an Individual Assessee</b></p> <p>a) Computation of Gross Total Income and eligible deductions under the relevant provisions applicable to the tax year.</p> <p>b) Income-tax slabs and rates, rebate, surcharge and Health and Education Cess, as applicable for the relevant tax year.</p> <p>c) Problems on computation of Gross Total Income, Taxable Income and Income-tax liability of an Individual assessee under the applicable tax regime, considering the income under the heads of Salary, House Property and Other Sources.</p> <p><i>Note: For teaching and examination purposes, computations shall be based on the rates and provisions applicable to the relevant tax year as notified by the college.</i></p>
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**Books Recommended:**

1. **Students Guide to Income Tax**, Vinod K. Singhania Publisher, Taxmann Publications Pvt Ltd, New Delhi.
2. **Systematic Approach to Taxation**, Dr. Girish Gupta, Dr Ravi Ahuja, Bharat Publications
3. **Students Handbook on Income Tax**, T. N. Manoharan and G. R. Hari, Snow White Publications.
4. **Direct Tax Laws**, T. N. Manoharan and G. R. Hari, Snow White Publications.
5. **Students Guide to Income Tax**, Dr Monica Singhania / Dr. Vinod K Singhania, Taxmann Publications Pvt Ltd, New Delhi.
6. **STUDENTS GUIDE TO INCOME TAX WITH PROBLEMS AND SOLUTIONS**, Dr Monica Singhania/Dr. Vinod K Singhania, Taxmann Publications Pvt. Ltd, New Delhi.
7. **Income Tax Law & Accounts, Mehrotra**, Sahitya Bhavan, Agra.
8. **Law and Practice of Income-Tax in India**, Bhagavati Prasad, New Age International Publishers, New Delhi.
9. **Direct Tax Laws**, Dr. Girish Ahuja & Ravi Gupta, Bharat Publications



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

**Semester – IV**

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

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

**Semester – IV**

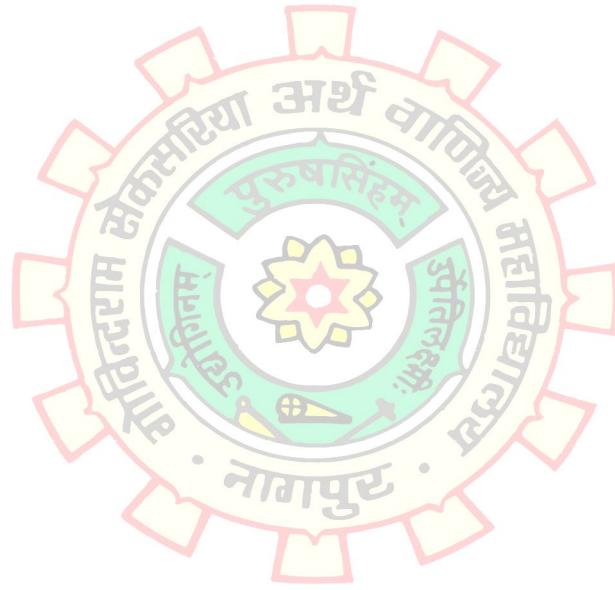
<b>Purchase and Material Management (MCM 4.2)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Core
<b>Objective:</b> <ol style="list-style-type: none"> <li>1. To understand the basic concepts of purchasing and supply chain management.</li> <li>2. To develop an understanding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

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

**Semester – IV**

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

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**

<b>Indirect Taxes (MCM 4.4.1)</b>			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Core
<p><b>Objective:</b> After learning this subject, students will be able to:</p> <ol style="list-style-type: none"> <li><b>Explain</b> the basic concepts, framework, legislative background and constitutional foundation of GST, VAT and Customs Law in India.</li> <li><b>Understand</b> the provisions relating to GST registration, aggregate turnover, supply, charge of GST, taxable supply, exemptions and input tax credit.</li> <li><b>Apply</b> the relevant provisions for determining GST registration eligibility, value of taxable supply, admissible input tax credit, VAT liability and customs duty.</li> <li><b>Compute</b> aggregate turnover, GST liability, input tax credit, VAT liability, assessable value and customs duty in practical business situations.</li> </ol>			
<p><b>Learning Outcome:</b></p> <ol style="list-style-type: none"> <li><b>Remember and explain</b> the basic concepts, framework and legal provisions of GST, VAT and Customs Law in India.</li> <li><b>Determine</b> GST registration requirements, aggregate turnover, nature of supply and chargeability of GST.</li> <li><b>Apply</b> the provisions relating to valuation, exemptions and input tax credit for computation of GST liability.</li> <li><b>Compute and analyse</b> VAT liability, input tax credit, assessable value and customs duty in practical business situations.</li> </ol>			
Unit	Content		
<b>I</b>	<p><b>Theory: Concept of Indirect Taxes:</b> Genesis of GST in India; Concept of GST; Need for GST in India; <b>Framework of GST in India:</b> Dual GST; CGST/SGST/UTGST/IGST; Legislative Framework; Classification of Goods and Services (Harmonized System of Nomenclature); Benefits of GST; Constitutional Background of GST; Need for Constitutional Amendment</p> <p><b>Registration:</b> Concept of Aggregate Turnover; Persons not liable for registration; Procedure for registration of a dealer under GST; Problems on Registration of a dealer under GST; Determination of aggregate turnover and eligibility of a dealer for registration under GST.</p>		
<b>II</b>	<p><b>Supply under GST:</b> Concept of Supply; Supply with consideration in course/furtherance of business; Supply without consideration; Activities or transactions treated as supply of goods or supply of services; Activities neither supply of goods nor supply of services.</p> <p><b>Charge of GST:</b> Taxable event under GST; Concept of Levy and Collection of CGST [Section 9(1)]; Levy and collection of IGST [Section 5(1) of IGST Act, 2017]; (Excluding reverse charge mechanism and E-Commerce operator).</p> <p><b>Taxable Supply:</b> Value of Taxable Supply; Inclusions in the value of supply; Exclusions in the value of supply; Computation of value of taxable supply.</p>		
<b>III</b>	<p><b>Exemptions from GST:</b> Power to grant exemption from Tax; Problems on Services exempt from CGST: Services by Charitable Institutions; Education Services; Health Care Services; Performance by Artist</p> <p><b>Input Tax Credit:</b> Eligibility and conditions for availing Input Tax Credit; Time limit for availing of ITC, Reversal of Input Tax credit in case of non- payment of consideration; Concept of ineligible credit or blocked credits; Problems on Computation of admissible Input Tax Credits including Ineligible or blocked credits; Time limit for availment of ITC. (Excluding apportionment of credit.)</p>		
<b>IV</b>	<p><b>Value Added Tax:</b> Introduction to Value Added Tax (VAT); Advantages and disadvantages of Value Added Tax; Cascading effect of Tax; Commodities under the purview of VAT. Practical problems on computation of Input Tax Credit and VAT liability.</p> <p><b>Custom Law:</b> Constitutional authority for levy of customs duty and the body of Customs Law; Taxable event; Concept of classification of goods, Customs Tariff Act, 1975, Types of Customs Duty: Basic</p>		



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

**Semester – IV**

<b>Green Marketing Management (MCM 4.4.2)</b>			
Teaching Hours: 60	Total Credits: 4	Total Marks: 70+30 = 100	Group: Major Electives
<b>Objective:</b>			
<ol style="list-style-type: none"> <li>1. To define sustainability, its dimensions &amp; importance of green marketing.</li> <li>2. To develop and illustrate Green Marketing Mix &amp; Green Marketing Campaigns.</li> <li>3. To explain the SDGs and apply the principles of consumer information.</li> <li>4. To analyze the latest trends and real-time cases of Green marketing.</li> </ol>			
<b>Learning Outcomes:</b> After learning this course, students will be able to –			
<ol style="list-style-type: none"> <li>1. <b>Gain</b> the knowledge of sustainability elements and concept of green marketing.</li> <li>2. <b>Study</b> the green marketing mix and green marketing strategies.</li> <li>3. <b>Analyze</b> the role of green marketing at broader level and study ITC guidelines.</li> <li>4. <b>Discover</b> the challenges and opportunities of green marketing.</li> </ol>			
<b>Unit</b>	<b>Content</b>		
<b>I</b>	<b>Unit – I Introduction:</b> 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		
<b>II</b>	<b>Unit – II Green Marketing Management:</b> 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		
<b>III</b>	<b>Unit – III Role of Green Marketing:</b> 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		
<b>IV</b>	<b>Unit – IV Latest trends in Green marketing:</b> 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		
<b>Books Recommended:</b>			
<ol style="list-style-type: none"> <li>1. <b>The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding</b>” by Jacquelyn A. Ottman, Berrett-Koehler Publishers.</li> <li>2. <b>Green Marketing and Sustainable Development</b>” by Amit Kumar Sing and Priyanka Mahanta, Mittal Publications, January 2021.</li> <li>3. <b>Green Marketing: Concepts, Literatures and Examples</b>” by P. Ravi and M. Meera, Evincepub Publishing, August 2021.</li> <li>4. <b>Green Marketing - The New Age Marketing</b>” by Minakshi Tyagi, Notion Press, January 2022.</li> <li>5. <b>Green Marketing Concept &amp; Cases</b>” by Dr. Sapna Sugandha, Mr. Chandan Veer, Prof. (Dr.) Pavnesh Kumar.</li> </ol>			