



**SIES (Nerul) College of Arts, Science and Commerce (Autonomous)**  
**Syllabus for Approval**  
**MASTER OF COMMERCE (BUSINESS MANAGEMENT)**

Sr. No.	Heading	Particulars
1	Title of the course	MASTER OF COMMERCE (BUSINESS MANAGEMENT)
2	Year	First Year
3	Semesters	I and II
4	Level	PG
5	Pattern	02 years & 04 semesters CBGS
6	Status	New
7	To be implemented from	From Academic year 2024-25 in a progressive manner

Dated: 29<sup>th</sup> June, 2024

Signature

  
Dr. Koel Roychoudhury  
Songirkar  
AC Chairperson  
Department



  
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**SIES (Nerul) College of Arts, Science and Commerce (Autonomous)**  
(Affiliated to University of Mumbai)  
RE-ACCREDITED GRADE "A" BY NAAC (3<sup>rd</sup> CYCLE)

**BOARD OF STUDIES**  
**SYLLABUS FOR**  
**MASTER OF COMMERCE (BUSINESS MANAGEMENT)**

(WITH EFFECT FROM THE ACADEMIC YEAR 2023-2024)

**OBJECTIVES OF THE PROGRAMME:**

1. To provide an overview of all the concepts, principles, functions and specialized areas of management
2. To provide detailed knowledge regarding the various business management domains like human resource, finance, marketing, operations to fulfill the industry demand.
3. To provide the students with an in-depth understanding and problem-solving skills to enable them to make strategic decisions.
4. To integrate theories and best practices in management and entrepreneurial aptitude among the students
5. To provide practical industrial exposure to the students to hone their managerial competencies and business acumen make them industry ready

**OUTCOME OF THE PROGRAMME:**

- After Completing Masters in Commerce students are able to
1. Develop an ability to apply knowledge acquired in problem solving.
  2. Ability to work in teams with enhanced interpersonal skills and communication.
  3. Ability to start their own business.
  4. The students can work in different domains like Accounting, Taxation, HRM, Banking and Administration
  5. To develop team work, leadership and managerial and administrative skills.





**SCHEME OF MODULES**

<b>SEMESTER I</b>			
<b>Serial No</b>	<b>Course code</b>	<b>Credits</b>	<b>Course Name</b>
<b>I</b>	<b>Major Department Specific Course (DSC)</b>		
<b>1</b>	M24BM1MJ01	04	ENTREPRENEURSHIP MANAGEMENT
<b>2</b>	M24AA1MJ02	04	STRATEGIC MANAGEMENT
<b>3</b>	M24BE1MJ03	04	ADVANCE MICRO-ECONOMICS
<b>4</b>	M24AA1MJ04	02	BUSINESS ETHICS & CSR
<b>II</b>	Major Elective		
<b>1</b>	M24BM1E01	04	ORGANIZATION BEHAVIOUR
<b>III</b>	Research Methodology		
<b>1</b>	M24AA1RM01	04	RESEARCH METHODOLOGY
<b>TOTAL CREDITS</b>		<b>22</b>	





## ENTREPRENEURSHIP MANAGEMENT

**COURSE CODE: M24BM1MJ01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

### Objectives:

- Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
- To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.

### Outcomes:

- Define key entrepreneurial terms and concepts (e.g., entrepreneur, venture, business plan, market analysis).
- Describe the entrepreneurial mindset and its characteristics.
- Apply entrepreneurial tools and techniques (e.g., SWOT analysis, value proposition canvas) to analyze business opportunities.

Sr. No	Syllabus	No. of lectures
01	<b>Module -1- Foundations of Entrepreneurship Development</b> <ul style="list-style-type: none"><li>□ Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Significance of growth of entrepreneurial activities Qualities of entrepreneur</li><li>□ Theories of Entrepreneurship: X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen</li><li>□ External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Assistance and incentives for promoting and development of entrepreneurship.</li></ul>	15
02	<b>Module-2 - Types &amp; Classification Of Entrepreneurs</b> <ul style="list-style-type: none"><li>□ Intrapreneur –Concept and Development of Intrapreneurship</li><li>□ Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group</li></ul>	15







	<ul style="list-style-type: none"> <li>□ Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's.</li> <li>□ • Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&amp;A)</li> </ul>	
03	<p><b>Module-3 - Entrepreneur Project Development &amp; Business Plan</b></p> <ul style="list-style-type: none"> <li>□ Innovation, Invention, Creativity, Business Idea, Opportunities through change.</li> <li>□ Idea generation– Sources-Development of product /idea,</li> <li>□ Environmental scanning and SWOT analysis</li> <li>□ Creating Entrepreneurial Venture-Entrepreneurship Development Cycle</li> <li>□ Elements of Business Plan</li> </ul>	15
04	<p><b>Module-4 - Venture Development</b></p> <ul style="list-style-type: none"> <li>□ Steps involved in starting of Venture</li> <li>□ Institutional support to an entrepreneur</li> <li>□ Venture funding, requirements of Capital (Fixed and working) - SEED capital Sources of finance, problem of Venture set-up and prospects</li> <li>□ Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.</li> <li>□ New trends in entrepreneurship- Fin Tech Health Tech and Startup</li> </ul>	15

**References:**

- *Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publis*
- *Entrepreneurial Development - S.S. Khanna*
- *Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication*
- *Entrepreneurial Development in India - Sami Uddin, Mittal Publication*
- *Entrepreneur Vs Entrepreneurship- Human Diagno*



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

□ Internal assessment 40% i.e. 40 marks

□ Semester end examination 60% i.e. 60 marks

**(A) Internal Assessment 40 marks**

Description	Marks
Offline Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks OR Online Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 20 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

**B) Semester end examination 60 marks**

### PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
Note: 1. Q.1, 2 and 3 - 15 marks question may be divided into sub questions of 7 and 8 or 10 and 5, if required. 2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) semester end examination.**



**COURSE NAME: STRATEGIC MANAGEMENT**  
**COURSE CODE : M24AA1MJ02** **COURSE CREDIT: 04**  
**1 credit - 15 lectures** **1 lecture is 60 minutes.**

**Course Objectives:**

1	To enable the learners to understand new forms of Strategic Management concepts and their use in business.
2	To provide information pertaining to Business, Corporate and Global Reforms.
3	To develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions
4	To acquaint the learners with recent developments and trends in the business corporate world by understanding the strategic management in social enterprises

**Course Outcomes:**

1	Being able to understand strategic planning and the strategic decisions that companies make.
2	Describe the fundamental ideas, rules, and procedures involved in developing and carrying out strategies.
3	Create innovative solutions by critically analysing and evaluating real-world business challenges from the standpoint of strategic management.
4	Learners will be able to understand how businesses foresee market trends and promptly adapt to shifting circumstances.

**Syllabus:**

SN	Module s/Units
<b>1</b>	<b>Introduction to Strategic Management</b>
	<ul style="list-style-type: none"> <li>● Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Benefits and Risks of Strategic Management.</li> <li>● Levels of Strategies: Corporate, Business and Operational Level Strategy</li> <li>● Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy , Operational Strategy</li> <li>● Business Environment: Components of Environment- Micro and Macro and</li> <li>● Environmental Scanning</li> </ul>
<b>2</b>	<b>Strategy Formulation, Implementation and Evaluation</b>



	<ul style="list-style-type: none"> <li>● Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.</li> <li>● Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix,</li> <li>● ETOP- Environmental Threat and Opportunity Profile, Strategic Choice- Factors and Importance.</li> <li>● Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance &amp; Challenges</li> <li>● Strategic Evaluation and Control: Importance, Limitations and Techniques</li> <li>● Budgetary Control: Advantages, Limitations</li> </ul>
<b>3</b>	<b>Business, Corporate and Global Strategies</b>
	<ul style="list-style-type: none"> <li>● Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors, and Causes.</li> <li>● Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances, and International Businesses</li> <li>● Public Private Participation: Importance, Problems and Governing Strategies of PPP Model.</li> <li>● Information Technology Driven Strategies: Importance, Limitations and</li> <li>● contribution of IT sector in Indian Business</li> </ul>
<b>4</b>	<b>Current Strategic Trends</b>
	<ul style="list-style-type: none"> <li>● Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India.</li> <li>● Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering, Change Management</li> <li>● Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies.</li> <li>● Strategic management in Social enterprises: Introduction to social enterprises, Different kinds of social enterprises: not-for profit and profit making, Need and opportunity.</li> <li>● Start-up Business Strategies and Make in India Model: Process of business start-ups and its Challenges, Growth Prospects, and government initiatives in Make in India Model with reference to</li> </ul>



	National manufacturing, Contribution of Make in India
	● Policy in overcoming industrial sickness

**Reference:**

- 1) The Art of Strategy: A Game Theorist's Guide to Success in Business and Life by Avinash and Barry J. Nalebuff
- 2) "Strategic Marketing Management: Planning, Implementation, and Control" by Colin and Richard M S Wilson
- 3) "Strategic Planning and Management in Contemporary Zambia" by James Mulungushi
- 4) "Strategic Human Resource Management: An Indian Perspective" by Anuradha Sharma
- 5) "Strategic Human Resource Management" by Tanuja Agarwala
- 6) "Strategic Project Management (Strategic Success)" by Paul Roberts
- 7) "STRATEGIC MANAGEMENT OF TECHNOLOGY and INNOVATION" by Robert B and Clayton Christensen
- 8) Solved Scanner CA IPCC Group-II Paper-7 Information Technology and Strategic Man by Dr Arpita Ghose and Gourab Ghose
- 9) "Information Technology and Strategic Management For CA-IPCE (FIRST)" by CA SINGHAL and Summary Book on TSM for CA-IPCC/IPCE

Scheme of Examination The performance of the learners shall be evaluated into two components. The Performance shall be assessed by Internal Assessment with 40% marks in the first component by cond Semester End Examinations with 60% marks in the second component. The allocation of marks for tl Assessment and Semester End Examinations are as shown below:-

**(A) Internal Assessment : 40%**

**40 Marks**

Sr. No.	Particulars	40 Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks
02	One case study / project with presentation based on curriculum to be assessed by the teacher concerned/ Write up on selected topics of the subject/ test based on practical's/Open Book test	15 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	5 Marks

**Periodical class test Question paper pattern- Offline/ Online**

Sr. No.	Particulars	20 Marks
Q.1.	Match the column/ Fill in the blanks/ MCQ's/ Answer in one or two lines concept based question (1 Mark / 2 Mark each)	10 Marks
Q.2.	Answer in Brief / Practical question (Attempt any two out of four 5 marks each)	10 Marks



**(B) Semester End Examination : 60%**

**60 Marks**

Duration: The examination shall be of 2/2.5 hours duration.

**Question Paper Pattern**

- 1) There shall be five questions each of 12 marks. **OR** There shall be Four questions each of 15 marks.
- 2) All questions shall be compulsory with internal options.
- 3) Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.



## ADVANCE MICRO-ECONOMICS

COURSE CODE: M24BE1MJ03

COURSE CREDIT: 1

1 credit - 15 lectures

1 lecture is 60 minutes

### Course Objectives:

- This course is designed to equip the students with basic tools of economic theory and its practical applications.
- The course aims at familiarising the students with the understanding of the economic aspects of current affairs and thereby prepares them to analyse the market behaviour with economic way of thinking.
- In addition to providing an insight into application of economic principles in business decisions, it also intends to widen analytical ability of the students and to provide them a foundation for further study of economics.
- In order to make the study practical oriented, the paper requires discussion of some cases in the use of concepts of business economics.

### Course Outcomes:

- Students will be able to explain the practical application of basic economic concepts and theories.
- Students will be able to analyze market behavior from an economic perspective.
- Students will be able to apply economic principles analytically for further study.
- Students will be able to examine relevant cases of business economics.

Sr. No	Syllabus	
01	<b>Module I: Basic Principles in Business Economics</b> Meaning and scope of Business Economics - twin principles of scarcity and efficiency; incremental and Marginal principle; profit maximisation principle; market economy and invisible hand; production possibility frontier; Opportunity cost - accounting profit and economic profit; market failure, externality, public goods and economic role of Government	15
02	<b>Module II: Demand and Supply Analysis</b> • Determinants of demand - market demand function - theory of attributes, snob appeal, band wagon and Veblen effect and demand function. Law of supply, elasticity of supply • Applications of elasticity of demand and supply to economic issues: Paradox of bumper harvest- tax on price and quantity - minimum floor and maximum ceilings: minimum wages controversy and Administered price control, related numerical problems. • The theory of consumer choice - Consumer preference and budget constraint - equilibrium position of tangency with the help of Indifference curve analysis.	15



03	<p><b>Module III: Production decisions and Cost analysis</b></p> <ul style="list-style-type: none"> <li>• Production function - short run and long run, Isoquants, Law of variable proportion, returns to scale, scale economies, scope economies- least cost factor combination for a given output- Expansion path and Multiproduct firm- cost reduction through experience - learning curve, related case studies.</li> <li>• Economic analysis of Cost: Classification of costs, short run and long run cost functions, related numerical problems.</li> <li>• Break-even Analysis- Concept, Factors influencing break-even point, related numerical problems.</li> </ul>	15
4	<p><b>Module IV: Market structure analysis</b></p> <ul style="list-style-type: none"> <li>• Difference between perfectly and imperfectly competitive markets - Perfect competition and Monopoly as limiting cases of market imperfections - Sources of market power - profit maximization of simple and discriminating monopolist methods of measuring monopoly power - Public policy towards monopoly power, related case studies.</li> <li>• Different forms of imperfect competition - Monopolistic competition and Oligopoly - Strategic decision making in oligopoly markets- collusive and non-collusive oligopoly- colliding oligopoly: rivalry among few, price war and kinked demand curve- collusive oligopoly models of price leadership and cartel - basic concepts of game theory - Using Game theory to analyze strategic decisions - application of model of prisoner's dilemma in market decisions, related case studies.</li> </ul>	15

**REFERENCES:**

- 1) Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore)
- 2) Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
- 3) Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)
- 4) Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)
- 5) Hirschey .M., Managerial Economics, Thomson South western (2003)
- 6) Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Dell)
- 7) Koutsiyannis, A., Modern Microeconomics, Macmillan Press Ltd (1998 Reprint).
- 8) Varian, Micro-Economic Analysis (ed. 3), Norton, 1992.
- 9) Dean, Joel: Managerial Economics (Prentice Hall of India, N. Delhi, 2002)
- 10) Gupta, G.S.: Managerial Economics (Tata McGraw Hill, N. Delhi, 1997)
- 11) Sen Anindya, Micro -Economics: Theory and Applications, Oxford University Press, New De





## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

□ Internal assessment 40% i.e. 40 marks

□ Semester end examination 60% i.e. 60 marks

### (A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	20
Q.1. Multiple choice Questions/True or False - 20 Marks OR	
Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 4 questions (5 marks each)- 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	5
<b>Total</b>	<b>40</b>

### B) Semester end examination 60 marks

#### PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15
Q.2 15 marks OR 15 marks	15
Q.3 15 marks OR 15 marks	15
Q.4 15 marks OR 15 marks	15
<b>Total</b>	<b>60</b>
Note: Q.1, 2, 3 and 4 - 15 marks question may be divided into sub questions if required.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.**



**COURSE NAME: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBI****COURSE CODE : M24AA1MJ04****COURSE CREDIT: 02****1 credit - 15 lectures****1 lecture is 60 minutes****Course Objectives**

- 1) To familiarize the learners with the concept and relevance of Business Ethics in the modern global and Indian context
- 2) To enable learners to understand the scope and complexity of Corporate Social responsibility

**Course Outcomes:**

- 1) Students will be able to understand business ethics and analyze corporate social responsibility
- 2) The learner will be able to evaluate various corporate governance ethics codes.

Sr. No	Syllabus	No. of lectures
01	<b>Introduction to Business Ethics and Corporate Governance</b> Business Ethics – Concept, Characteristics, Importance and Need for business ethics, Sources of Ethics, Various approaches to Business Ethics Gandhian Approach in Management and Trusteeship, importance and relevance of trusteeship principle in Modern Business, Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents. Corporate Governance: Concept, Importance, Principles of Corporate Governance, Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.	15
02	<b>Introduction to Corporate Social Responsibility</b> Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India. Role of NGO's and International Agencies in CSR, Integrating CSR into Business CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society. CSR and environmental concerns. Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. CSR and Sustainable Development, CSR through Triple Bottom Line in Business	15

**References:**

- Sharma J.P ‘ Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi
- S.K.Bhatia, Business Ethics and Corporate Governance



- William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publ Company.
- Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India • R.C. Sekhar, Eth choices in Business, Sage Publications, New Delhi
- Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.
- Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.
- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delh
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2
- Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 200
- Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication ,
- Francesco Perrini, Stefano and AntanioTencati, Developing CSR- A European Perspective , Ed Elgar.



### Scheme of Examination Faculty of Commerce (Post-graduate Program)

Scheme of Examination The performance of the learners shall be evaluated into two components. The Performance shall be assessed by Internal Assessment with 40% marks in the first component by course Semester End Examinations with 60% marks in the second component. The allocation of marks for Internal Assessment and Semester End Examinations are as shown below:-

#### A) Internal Assessment : 40%

20 Marks

Sr. No.	Particulars	20 Marks
01	One periodical class test / online examination to be conducted in the given semester	10 Marks
02	One case study / project with presentation based on curriculum to be assessed by the teacher concerned/ Write up on selected topics of the subject/ test based on practical's/Open Book test	05 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

#### Periodical class test Question paper pattern- Offline/ Online

Sr. No.	Particulars	10 Marks
Q.1.	Match the column/ Fill in the blanks/ MCQ's/ Answer in one or two lines concept based question (1 Mark each)	5 Marks
Q.2.	Answer in Brief/ Practical question (Attempt any two out of four 5 marks each)	5 Marks



**B) Semester End Examination : 60%**

**30 Marks**

Duration: The examination shall be of 1/1.5 hours duration.

**Question Paper Pattern**

- 1) There shall be three questions each of 10 marks. **OR** There shall be asked short notes for five marks
- 2) All questions shall be compulsory with internal options.
- 3) Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.



## ORGANIZATION BEHAVIOUR

COURSE CODE: M23BM1E01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

### Objectives

- To help the students to develop cognizance of the importance of human behaviour.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To provide the students to analyze specific strategic human resources demands for future action.
- To enable students to synthesize related information and evaluate options for the most logical optimal solution such that they would be able to predict and control human behaviour and improve results.

### Outcomes:

- Define key organizational behavior concepts (e.g., motivation, leadership, group dynamics, organizational culture). Describe the impact of individual differences (e.g., personality, perception, attitudes) on organizational behavior.
- Explain the process of organizational change and the factors influencing its success.
- Summarize the key principles of effective leadership and motivation.

Sr. No	Syllabus	No. of lectures
01	<b>Module -1- Understanding Organizational Behaviour</b> <ul style="list-style-type: none"><li>□ Understanding Organizational Behaviour: Definition, Goals, Focus and Fundamentals of OB</li><li>□ Concepts of OB and Inter-disciplinary approach of OB</li><li>□ A Basic Model of OB: Emerging Trends.</li></ul>	15
02	<b>Module-2 - Foundation of Individual Behaviour</b> <ul style="list-style-type: none"><li>□ Factors affecting Individual behaviour- Personal, Psychological, Organization System, Environmental.</li><li>□ Personality &amp; Perception – Nature of personality, Determinants of personality, Personality Traits., Factors Influencing Perception, Managing perception Process, Perception and OB</li><li>□ Attitude – Nature, components, work related attitudes, Barriers to attitudinal Change, Measures to attitudinal change.</li></ul>	15



03	<b>Module-3 - Group Dynamics and Behaviour</b> <ul style="list-style-type: none"> <li>□ Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems.</li> <li>□ Work place behaviour – Determinants of Group Behaviour, Power and Politics – Sources of Power, Types of Organizational politics.</li> <li>□ Conflict – Levels of Conflict, Strategies for resolving Conflict, and Guidelines for effective negotiation.</li> </ul>	15
04	<b>Module-4 - Emerging Challenges</b> <ul style="list-style-type: none"> <li>□ Stress Management – Sources, Effects, Strategies, Stress and Performance.</li> <li>□ Organization culture – Cultural Dimensions, Creating Organizational Culture, Maintaining Organizational Culture.</li> <li>□ Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.</li> </ul>	15

**References:**

- Luthans, Fred (2002) Organization Behaviour (9th ed), McGraw Hill, India.
- Mishra M.N. (2001) Organizational Behaviour, Vikas Publishing House Pvt. Ltd., New Delhi.
- Newstrom W. John, Davis Keith (1996) Organization Behaviour, McGraw Hill, India.
- Robbins S.P. (1999) Organizational Behaviour, concepts, controversies and applications, 11th Edition, Prentice Hall, New Delhi.
- Sharma R.A. (1982) Organization Theory and Behaviour, Tata McGraw-Hill, India.
- Andre, R. (2009) Organizational Behaviour, Pearson, India.
- Chadha, N.K. (2010) Perspectives in Organizational Behaviour.
- Rao, V.S.P. (2009) Organizational Behaviour, Excel Books, India.



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

### (A) Internal Assessment 40 marks

Description	Marks
Offline Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks OR Online Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 20 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>





**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
Note: 3. Q.1, 2 and 3 - 15 marks question may be divided into sub questions of 7 and 8 or 10 and 5, if required. 4. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.**



**COURSE NAME : RESEARCH METHODOLOGY****Course Code: M24AA1RM01****Course Credits: 4****1 credit - 15 lectures****1 lecture is 60 minutes****Course Objectives:**

- 1) To enhance the abilities of learners to undertake research in business & social sciences.
- 2) To enable the learners to understand, develop and apply the fundamental skills in formulating research problems.
- 3) To enable the learners in understanding and developing the most appropriate methodology research
- 4) To make the learners familiar with the basic statistical tools and techniques applicable for

**Course Outcomes:**

- 1) To understand Meaning of Research, identification, and formulation of research problem
- 2) To Create Hypothesis and testing and understand the research design.
- 3) To understand the different sampling methods and to identify methods of Data collection.
- 4) To apply Report writing and drafting of report.

Sr. No	Syllabus	No. of lectures
01	<b>Introduction to Research</b> <ul style="list-style-type: none"> <li>• Features and Importance of research, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research.</li> <li>• Formulation of research problem, Research Design, significance of Review of Literature</li> <li>• Hypothesis: Formulation, Sources, Importance and Types</li> <li>• Sampling: Significance, Methods, Factors determining sample size</li> </ul>	15
02	<b>Research Process</b> <ul style="list-style-type: none"> <li>• Stages in Research process</li> <li>• Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey,</li> <li>• Limitations of Primary data</li> <li>• Secondary data: Sources and Limitations,</li> <li>• Factors affecting the choice of method of data collection.</li> <li>• Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire</li> </ul>	15
03	<b>Data Processing and Statistical Analysis</b> <ul style="list-style-type: none"> <li>• Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation, Numerical.</li> <li>• Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis, Numericals.</li> <li>• Testing of Hypotheses – Parametric Test-t test, f test, z test, Non-Parametric Test -Chi square test, ANOVA, Factor Analysis, Numericals.</li> <li>• Interpretation of data: significance and Precautions in data</li> </ul>	15



	interpretation	
04	<b>Research Reporting and Modern Practices in Research</b> <ul style="list-style-type: none"> <li>• Research Report Writing: Importance, Essentials, Structure/ layout, Types</li> <li>• References and Citation: Methods: APA (American Psychological Association), CMS (Chicago Manual Style), MLA (Modern Language Association)</li> <li>• Footnotes and Bibliography</li> <li>• Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research</li> </ul>	15

**References:**

- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., :
- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Guj Hitesh Gupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgr Education, Private Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya P House
- Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
- Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
- Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt L
- SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. Khandelwal, International Book House Pvt Ltd
- Foundations of Social Research and Econometrics Techniques by S.C. Srivastava Himalaya publishing House
- Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
- Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombu: Inc
- Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
- Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, T Macmillan Company, New York
- Research and Methodology in Accounting and Financial Management, J.K Courti
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinm



## Scheme of Examination Faculty of Commerce (Post-graduate Program)

Scheme of Examination The performance of the learners shall be evaluated into two components. The Performance shall be assessed by Internal Assessment with 40% marks in the first component by con- Semester End Examinations with 60% marks in the second component. The allocation of marks for u Assessment and Semester End Examinations are as shown below:-

### A) Internal Assessment : 40%

40 Marks

Sr. No.	Particulars	40 Marks
01	One periodical class test / online examination to be conducted in the given semester	20 Marks
02	One case study / project with presentation based on curriculum to be assessed by the teacher concerned/ Write up on selected topics of the subject/ test based on practical's/Open Book test	15 Marks
03	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

### Periodical class test Question paper pattern- Offline/ Online

Sr. No.	Particulars	20 Marks
Q.1.	Match the column/ Fill in the blanks/ MCQ's/ Answer in one or two lines concept based question (1 Mark / 2 Mark each)	10 Marks
Q.2.	Answer in Brief / Practical question (Attempt any two out of four 5 marks each)	10 Marks

### B) Semester End Examination : 60%

60 Marks

Duration: The examination shall be of 2/2.5 hours duration.

#### Question Paper Pattern

- 1) There shall be five questions each of 12 marks. **OR** There shall be Four questions each of 15 marks.
- 2) All questions shall be compulsory with internal options.
- 3) Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the unit.



No. of Courses	Course Code	Semester II	Credi
<b>1</b>	<b>Major</b>		
1	M23BM2MJ01	Customer Relationship Management	4
2	M23BM2MJ02	Human Resource Management	4
3	M23BE2MJ03.1	Advance Macroeconomics	4
4	M23AA2MJ04	Business Logistics	2
<b>2</b>	<b>Electives</b>		
5	M23BM2E01	E-Commerce	4
<b>3.</b>	<b>OJT/FP(Any One)</b>		
6	M23AA2OJT01	On-the-job-training	4
7	M23AA2FP01	Field Engagement Programme	4
<b>Total Credit</b>			<b>2</b>



## CUSTOMER RELATIONSHIP MANAGEMENT

**COURSE CODE: M23BM2MJ01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

### Objectives:

- To understand the concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management
- To provide insight into CRM marketing initiatives, customer service, and design strategy
- To understand new trends in CRM, challenges, and opportunities for organizations

### Outcomes:

- Students will be able to define core CRM concepts such as customer relationship management, customer lifecycle, sales funnel, and customer journey mapping.
- Students will be able to identify the primary components of a CRM system, including contact management, lead management, opportunity management, and customer service.
- Students will be able to list the key benefits of implementing a CRM system for an organization, such as improved customer satisfaction, increased sales efficiency, and enhanced marketing effectiveness.

Sr. No	Syllabus	No. of lectures
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01	<p><b>Module -1- Introduction to Customer Relationship Management</b></p> <ul style="list-style-type: none"> <li>□ Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</li> <li>□ Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM</li> <li>□ Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges</li> </ul>	15
02	<p><b>Module-2 - CRM Marketing Initiatives, Customer Service and Data Management</b></p> <ul style="list-style-type: none"> <li>□ CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event-Based Marketing</li> <li>□ CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management</li> <li>□ CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting</li> </ul>	15
03	<p><b>Module-3 - CRM Strategy, Planning, Implementation and Evaluation</b></p> <ul style="list-style-type: none"> <li>□ Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</li> <li>□ Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy</li> <li>□ Planning and Implementation of CRM: Business to</li> </ul>	15



	<p>Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement</p> <ul style="list-style-type: none"> <li>□ CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</li> </ul>	
04	<p><b>Module-4 - CRM New Horizons</b></p> <ul style="list-style-type: none"> <li>□ e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:</li> <li>□ Software App for Customer Service: Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling</li> <li>□ Social Networking and CRM</li> <li>□ Mobile-CRM</li> <li>□ CRM Trends, Challenges and Opportunities</li> <li>□ Ethical Issues in CRM</li> </ul>	15

**References:**

- Baran Roger J. & Robert J. Galka (2014), *Customer Relationship Management: The Foundation of Contemporary Marketing Strategy*, Routledge Taylor & Francis Group.
- Anderrson Kristin and Carol Kerr (2002), *Customer Relationship Management*, Tata McGraw-Hill.
- Ed Peelen, *Customer Relationship Management*, Pearson Education
- Bhasin Jaspreet Kaur (2012), *Customer Relationship Management*, Dreamtech Press.
- Judith W. Kincaid (2006), *Customer Relationship Management Getting it Right*, Pearson Education.
- Jill Dyche' (2007), *Th e CTM Handbook: A Business Guide to Customer Relationship Management*, Pearson Education.
- Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), *Services Marketing Integrating Customer Focus Across the Firm*, Tata McGraw Hill.
- Urvashi Makkar and Harinder Kumar Makkar (2013), *CRM Customer Relationship Management*, McGraw Hill Education.





## SCHEME OF EXAMINATION

**The scheme of examination shall be divided into two parts:**

- **Internal assessment 40% i.e. 40 marks**
- **Semester end examination 60% i.e. 60 marks**

### (A) Internal Assessment 40 marks

Description	Marks
Offline Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks OR Online Internal tests of 20 marks each: Q.1 Multiple choice Questions/True or False/Match the Foll: - 20 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

### B) Semester end examination 60 marks

#### PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>



Note:

Q.1, 2 and 3 - 15 marks question may be divided into sub questions of 7 and 8 or 10 and 5, if required.

Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.**



## HUMAN RESOURCE MANAGEMENT

**COURSE CODE: M23BM2MJ02**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

### Objectives:

- To study the value and importance of human resources in an organization
- Appreciate the need for a dedicated department to manage human resources
- Analyse the ways and means of hiring, developing and appraising human resources
- Apply information technology in HRM

Students will be able to

- Define and differentiate between key HR concepts such as human capital, organizational behavior, human resource management.
- Explain the impact of external factors (e.g., economic conditions, technological advancements, global practices and organizational performance.
- Identify and apply appropriate HR tools and techniques (e.g., job analysis, performance appraisal, methods) to solve real-world HR challenges.

Sr. No	Syllabus	No. of lectures
01	<p><b>Module -1-</b> <b>Human Resource Management (HRM) –</b></p> <p>Concept, Traditional HRM v/s Strategic HRM , Objectives of HRM, Organisation Structure of HRM Department – Changing Role of H.R. Manager.</p> <p><b>Human Resource Planning -</b></p> <p>Concept, Factors affecting HRP, Information Management in HRP – HRIS (Human Resource Information System), Job Analysis, Psychological and Behavioural Issues in HRP. Human Resource Planning , Role of HRP- Factors affecting HRP , Steps in HRP , , Psychological and Behavioural Issues in HRP</p>	15



02	<p><b>Module-2 - Recruitment and Selection</b></p> <p>Job Analysis-Process-Tools and Techniques , Purpose, Importance and Sources of Recruitment-Factors governing recruitment process Tools of selection and Selection Process Inducting and Placing the new recruits , Role of recruitment agencies, E- recruitments and selection</p>	15
03	<p><b>Module-3 - Training and Development -</b></p> <p>Designing of the effective training programme Evaluation of the effective training programme, Challenges before trainers, Management Development Programme – Techniques</p> <p><b>Talent Management –</b></p> <p>Concept , Importance, Process, Talent Management and VUCA Environment(Volatility, Uncertainty, Complexity, Ambiguity), H.R. Practices at Global level</p>	15
04	<p><b>Module-4 - Appraising and Managing Performance -</b></p> <p>Introduction-definition, objectives, need and importance of Performance Appraisal , Process of Performance Appraisal , Traditional and Modern Techniques of Performance Appraisal- d) Limitations of Performance Appraisal , Ethical aspects in Performance Appraisal, Role of HRIS in performance management</p> <p><b>Career Advancement and Succession Planning -</b></p> <p>Self-Development , Mechanism and Knowledge enrichment, Managing Promotion and Transfers, Managing dismissal, Succession Planning- Problems and Issues, Culture as a factor in Succession Planning.</p>	15

**References:**

- *Human Resource Management by K.Ashwathappa*
- *Management of Human Resource (A Behavioural approach to personnel) by Darovedo k.*
- *Personnel Management (Management of Human Resources) by Dr. C.B. Mamoria*



**SCHEME OF EXAMINATION**

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

**(A) Internal Assessment 40 marks**

Description	Marks
Offline Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks OR Online Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 20 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks



<b>Total</b>	<b>60</b>
<b>Note:</b> Q.1, 2 and 3 - 15 marks question may be divided into sub questions of 7 and 8 or 10 and 5, if required. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.**



## ADVANCE MACRO-ECONOMICS

**COURSE CODE: M23BE2MJ03.1**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

### Course Objectives:

- To orient learners with the concepts of National income and Human Development.
- To familiarize learners with the interaction of Aggregate Demand and Aggregate supply functions and the trade-off between inflation and unemployment.
- To introduce learners to the economic policy implications of the IS-LM framework.
- To analyze the international aspects of Macroeconomic policy.

### Course Outcomes:

- Learners will be able to explain the concepts related to national income and Human Development.
- Learners will be able to discuss the Keynesian concepts of Aggregate Demand and Aggregate supply functions and the trade-off between inflation and unemployment.
- Learners will be able to evaluate the economic policy implications of the IS-LM framework.
- Students will be able to apply the principles of macroeconomics in the context of international trade.

Sr. No	Syllabus	No of lectures
01	<b>Module I: Aggregate Income and its Dimensions</b> <ul style="list-style-type: none"><li>● Aggregate Income and its dimensions: National income aggregates - and measurement; - GNP, GDP, NDP, Real and nominal income concepts</li><li>● Measures of inflation and price indices - GDP deflator, - Nominal and real interest rates- PPP income and HDI Related case studies.</li></ul>	15
02	<b>Module II: Keynesian concepts of Aggregate Demand (ADF), Aggregate Supply (ASF)</b> <ul style="list-style-type: none"><li>● Keynesian concepts of Aggregate Demand (ADF), Aggregate Supply (ASF), Interaction of ADF and ASF and determination of real income; Inflationary gap</li><li>● Policy trade- off between Inflation and unemployment – Phillips' curve – short run and long run Related case studies.</li></ul>	15



03	<b>Module III: Economic Policy Implications in the IS-LM framework</b> <ul style="list-style-type: none"> <li>● The IS-LM model: Equilibrium in goods and money market; Monetary and real influences on IS-LM curves, Economic fluctuations and Stabilisation policies in ISLM framework - Transmission mechanism and the crowding out effect; composition of output and policy mix, IS-LM in India Related case studies.</li> </ul>	15
04	<b>Module IV: International Aspects of Macroeconomic Policy</b> <ul style="list-style-type: none"> <li>● International aspects of Macroeconomic policy: Balance of payments disequilibrium of an open economy - corrective policy measures -Expenditure changing policies and expenditure switching policies</li> <li>● BOP adjustments through monetary and fiscal policies -The Mundell-Fleming model - Devaluation, revaluation as expenditure switching policies - effectiveness of devaluation and J - curve effect Related case studies.</li> </ul>	15

**REFERENCES:**

- 1) Dornbusch. R, Fisher.S., Macroeconomics, Tata McGraw-Hill 9th edition
- 2) D'Souza Errol., Macroeconomics, Pearson Education 2008
- 3) Gupta G.S., Macroeconomics Theory and Applications, Tata McGraw-Hill, New Delhi 2001
- 4) Dwivedi D.N., Macroeconomics theory and policy, Tata McGraw-Hill, New Delhi 2001
- 5) Jhingan, M.L., Principles of Economics — Vrinda Publications (P) Ltd.
- 6) Shapiro, E (1996), Macro-Economic Analysis , Galgotia Publication, New Delhi.
- 7) Vaish .M.C. (2010) Macro Economic Theory 14th edition, Vikas Publishing House(P)Ltd





## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

### (A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each Multiple choice Questions/True or False - 20 Marks	20
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	5
Total	40

### B) Semester end examination 60 marks

#### PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15
Q.2 15 marks OR 15 marks	15
Q.3 15 marks OR 15 marks	15
Q.4 15 marks OR 15 marks	15
Total	60
Note: Q.1, 2, 3 and 4 - 15 marks question may be divided into sub questions if required.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.**

**BUSINESS LOGISTICS**

**COURSE CODE: M23BM2MJ04**

**COURSE CREDIT: 02**

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

**Objectives:**

- To provide students with basic understanding of concepts of business logistics
- To introduce students to the key activities performed by the logistics function.
- To provide an insight in to the logistics infrastructure

**Outcomes:**

- Define key logistics terms and concepts (e.g., supply chain, logistics, distribution, inventory management).
- Explain the concept of logistics network design and optimization.
- Summarize the different types of inventory control systems (e.g., EOQ, ABC analysis).
- Use logistics software to optimize transportation routes and schedules.

Sr. No	Syllabus	No. of lectures
01	<p><b>Module -1 Overview of Logistics and Supply Chain Management</b></p> <p><b>Introduction to Logistics Management :</b> Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment</p> <p><b>Elements of Logistics Mix</b></p> <p><b>a) Transportation :</b> Introduction, Principles of Transportation, Factors Influencing Transportation Decisions, Intermodal Transportation</p> <p><b>b) Warehousing :</b> Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies</p> <p><b>c) Packaging :</b> Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</p>	15



02	<p><b>Module-2 -</b></p> <p><b>Inventory Management :</b> Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)</p> <p><b>Materials Handling :</b> Meaning, Objectives, Principles of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</p> <p><b>Modern Logistics Infrastructure :</b> Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</p>	15
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**References:**

- *Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education*
- *Vinod Sople, Logistic Management - The Supply Chain Imperative*
- *Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services*
- *David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics*



## SCHEME OF EXAMINATION

**The scheme of examination shall be divided into two parts:**

□ **Internal assessment 40% i.e. 20 marks**

□ **Semester end examination 60% i.e. 30 marks**

**(A) Internal Assessment 20 marks**

Description	Marks
Offline Internal tests of 10 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 5 Marks Q.2. Attempt 2 questions out of 3 questions (2.5 marks each) 5 Marks OR Online Internal tests of 10 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 10 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>20</b>

**B) Semester end examination 30 marks**

Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
Note: Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required. Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination.



## E-COMMERCE

**COURSE CODE: M23BM2E01**  
**CREDIT: 04**

**COURSE**

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

### Objectives:

- To provide an analytical framework to understand the emerging world of ecommerce
- To make the learners familiar with current challenges and issues in ecommerce
- To develop the understanding of the learners towards various business models
- To enable learners' to understand the Web- based Commerce and equip them to assess e-commerce requirements of a business
- To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce

### Outcomes:

Students will be able to

- Define key ecommerce terms and concepts (e.g., e-commerce, e-business, B2B, B2C, C2C).
- Identify the different types of e-commerce business models (e.g., online retailing, online auctions, digital downloads).
- Summarize the key challenges and opportunities in the e-commerce industry.
- Analyze the competitive landscape of an e-commerce industry.

Sr. No	Syllabus	No. of lectures
01	<b>Module -1</b> <b>Introduction to Electronic Commerce –Evolution and Models</b> - Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of ECommerce. • Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions. • Business Models of E-Commerce-Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G) • Concepts of other models of E-commerce. • Business to Consumer E-Commerce process, Business to Business E-Commerce- Need and Importance, alternative models of B2B	15



	E-Commerce. • E-Commerce Sales Product Life Cycle (ESLC) Model	
02	<p><b>Module-2</b>  <b>World Wide Web and E-enterprise</b> • World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. • EDI and paperless trading; Pros &amp; Cons of EDI; Related new technologies use in Ecommerce. • Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM. • Managing the E-enterprise-Introduction, Managing the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E-enterprise</p>	15
03	<p><b>Module-3</b>  <b>E-marketing and Electronic Payment System</b> E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media. • E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiates, The pros and cons of online shopping, Justify an Internet business. • Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems. • Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment</p>	15
04	<p><b>Module-4</b>  <b>Legal and Regulatory Environment and Security issues of E-commerce</b> • Introduction to Cyber Laws-World Scenario, Cyber-crime&amp; Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. • Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence. • Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property. • Security Tools, Client server network</p>	15



	security, Electronic signature, Encryption and concepts of public and private key infrastructure	
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- • *Journal of Electronic Commerce Research (JECR) ISSN: 1526-6133 (Online) 1938-9027 (Print) ([http://web.csulb.edu/journals/jecr/a\\_j.htm](http://web.csulb.edu/journals/jecr/a_j.htm))*





## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

□ Internal assessment 40% i.e. 40 marks

□ Semester end examination 60% i.e. 60 marks

### (A) Internal Assessment 40 marks

Description	Marks
Offline Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks OR Online Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False/Match the Foll: - 20 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. ( <b>Any one of these</b> )	15
Class Participation	5
<b>Total</b>	<b>40</b>

### B) Semester end examination 60 marks

#### PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>



Note:

Q.1, 2 and 3 - 15 marks question may be divided into sub questions of 7 and 8 or 10 and 5, if required.

Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.**



## **COURSE NAME: OJT/FEP**

**COURSE CODE: M23BMOJT01/M23BMFP01**  
**CREDIT: 04**

**COURSE**

**1 credit - 15 lectures**  
**60 minutes**

**1 lecture is**

### **Programme Guidelines for**

### **OJT and FEP at**

### **First Year Semester II**

#### **Guidelines:**

- The project topic may be undertaken in any area of Elective Courses.
- Each of the students has to undertake a Project individually under the supervision of a teacher-guide.
- The student shall decide the topic in consultation with the teacher-guide concerned.
- University/college should allot P G Teacher for guidance to the students based on her / his specialization.
- There shall be double valuation of project by the teacher- guide concerned and an external examiner appointed by the University/College with equal weightage.
- The teacher-guide along with the external examiner appointed by the University/College for the valuation of project shall conduct viva voce examination with equal weightage.
- The date of viva voce shall be intimated to the students by the Department well in advance.
- The project report shall be prepared as per the broad guidelines given below:
  - a. Project Report shall be typed in Times New Roman with one and half line spacing in 12 Font Size and 1.5 spacing.
  - b. The size of the Project Report shall be with a minimum of 25,000 words and a maximum of 40,000 words.
  - c. Project Report shall be printed on both sides of the paper.
  - d. The Project Report shall be bounded.

#### **Evaluation:**

The Project Report evaluation is for 60 Marks and the Viva –Voce examination is for 40 Marks (without presentation).

No marks will be allotted on the Project Report unless a candidate appears at the Viva-Voce Examination. Similarly, no marks will be allotted on Viva-Voce Examination unless a candidate submits his/her Project Report.



**Project Report (60 marks):**

Introduction and other areas covered	– 20 marks
Presentation, Analysis & Findings	-- 30 marks
Conclusion & Recommendations	-- 10 marks

**Viva-Voce (40 marks):**

In course of Viva-Voce Examination, the question may be asked in the following areas: Importance / relevance of the Study, Objective of the Study, Methodology of the Study/ Mode of Enquiry -- 10 marks  
Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study -- 20 marks  
Overall Impression (including Communication Skill) -- 10 marks

**Passing:**

- Minimum of Grade E in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.

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\*\*\*\*\*



**Format**



**College Logo**

**1st page (Main Page)**

**Title of the problem of the Project**

**A Project Submitted to**

**University of Mumbai for partial completion of the degree**

**of Master in Commerce**

**Under the Faculty of Commerce**

**By Name of the Learner**

**Under the Guidance of**

**Name of the Guiding Teacher Name**

**address of the College**

**Month and Year**



## 2nd Page

**This page to be repeated on 2nd page (i.e. inside after main page)**

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### 3<sup>rd</sup> page

<b>Index</b>		
Chapter No. 1	Title of of the Chapter	Page No.
Sub points 1.1, 1.2 and so on		
Chapter No. 2	Title of of the Chapter	Page No.
Chapter No. 3	Title of of the Chapter	Page No.

**List of tables, if any, with page numbers. List of Graphs, if any, with page numbers. List of Appendix, if any, with page numbers. Abbreviations used:**



## **Structure to be followed to maintain the uniformity in formulation and presentation of FEP**

### **Guidelines for On-the job- Training project work(FEP)**

Chapter No. 1: Introduction In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

Chapter No. 2: Research Methodology This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.

Chapter No. 3: Literature Review This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.

Chapter No. 4: Data Analysis, Interpretation and Presentation This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner.

Chapter No. 5: Conclusions and Suggestions In this chapter of project work, findings of work will be covered and suggestion will be enlisted to validate the objectives and hypotheses.

Note: If required more chapters of data analysis can be added. • Bibliography • Appendix





# Structure to be followed to maintain the uniformity in formulation and presentation of OJT

## Guidelines for On-the job- Training project work(OJT)

The theme of the internship should be based on any study area of the elective courses

- Project Report should be of minimum 50 pages
- Experience Certificate is Mandatory
- A project report has to be brief in content and must include the following aspects:

§ Executive Summary: A bird's eye view of your entire presentation has to be precisely offered under this category.

§ Introduction on the Company: A Concise representation of company/ organization defining its scope, products/ services and its SWOT analysis.

§ Statement and Objectives: The mission and vision of the organization need to be stated enshrining its broad strategies.

§ Your Role in the Organisation during the internship: The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.

§ Challenges: The challenges confronted while churning out theoretical knowledge into practical world.

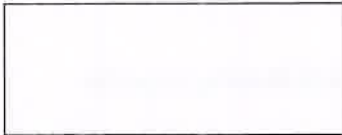
§ Conclusion: A brief overview of your experience and suggestions to bridge the gap between theory and practice.



**On separate page Name and address of the college**

**Certificate**

This is to certify that Ms/Mr has worked and duly completed her/his Project Work for the degree of Master in Commerce under the Faculty of Commerce in the subject of \_\_\_\_\_ and her/his project is entitled, “ \_\_\_\_\_ ” under my supervision. I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University. It is her/ his own work and facts reported by her/his personal findings and investigations.



Name and Signature of Guiding Teacher

Date of submission:



**On separate page**

**Declaration by learner**

I the undersigned Miss / Mr. \_\_\_\_\_ here by, declare that the work embodied in this project work titled “\_\_\_\_\_”

forms my own contribution to the research work carried out under the guidance of \_\_\_\_\_ is a result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University. Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography. I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

learner

Name and Signature of the

Certified by Name and signature of the Guiding Teacher



## On separate page

### Acknowledgment (Model structure of the acknowledgement)

To list who all have helped me is difficult because they are so numerous and the depth is so enormous. I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the University of Mumbai for giving me chance to do this project. I would like to thank my Principal, \_\_\_\_\_ for providing the necessary facilities required for completion of this project. I take this opportunity to thank our Coordinator \_\_\_\_\_, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide \_\_\_\_\_ whose guidance and care made the project successful. I would like to thank my College Library, for having provided various reference books and magazines related to my project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially my Parents and Peers who supported me throughout my project.

