

SIES (Nerul) College of Arts, Science and Commerce (Autonomous)

MASTER OF COMMERCE (BUSINESS MANAGEMENT)

Sr. No.	Heading	Particulars
1	Title of the course	MASTER OF COMMERCE (BUSINESS MANAGEMENT)
2	Eligibility for admission	Undergraduate Degree
3	Minimum percentage	45%
4	Semesters	I and II
5	Level	PG
6	Pattern	02 years & 04 semesters CBGS
7	To be implemented from	From Academic year 2023-24 in a progressive manner



SIES (Nerul) College of Arts, Science and Commerce (Autonomous)
(Affiliated to University of Mumbai)
RE-ACCREDITED GRADE “A” BY NAAC (3rd 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

SCHEME OF MODULES

SEMESTER I			
Serial No	Course code	Credits	Course Name
I	Major Department Specific Course (DSC)		
1	M23BM1MJ01	04	ENTREPRENEURSHIP MANAGEMENT
2	M23BM1MJ02	04	STRATEGIC MANAGEMENT
3	M23BM1MJ03	04	ADVANCE MICRO-ECONOMICS
4	M23BM1MJ04	02	BUSINESS ETHICS & CSR
II	Major Elective		
1	M23BM1E01	04	ORGANIZATION BEHAVIOUR
III	Research Methodology		
1	M23BM1RM01	04	RESEARCH METHODOLOGY
TOTAL CREDITS		22	

COURSE NAME: ENTREPRENEURSHIP MANAGEMENT

COURSE CODE: M23BM1MJ01

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.

Sr. No	Syllabus	No. of lectures
01	<p>Module -1- Foundations of Entrepreneurship Development</p> <ul style="list-style-type: none">➤ Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Significance of growth of entrepreneurial activities Qualities of entrepreneur➤ Theories of Entrepreneurship: X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen➤ External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Assistance and incentives for promoting and development of entrepreneurship.	15
02	<p>Module-2 - Types & Classification Of Entrepreneurs</p> <ul style="list-style-type: none">➤ Intrapreneur –Concept and Development of Intrapreneurship➤ Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group➤ Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's.➤ • Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)	15

03	Module-3 - Entrepreneur Project Development & Business Plan <ul style="list-style-type: none"> ➤ Innovation, Invention, Creativity, Business Idea, Opportunities through change. ➤ Idea generation– Sources-Development of product /idea, ➤ Environmental scanning and SWOT analysis ➤ Creating Entrepreneurial Venture-Entrepreneurship Development Cycle ➤ Elements of Business Plan 	15
04	Module-4 - Venture Development <ul style="list-style-type: none"> ➤ Steps involved in starting of Venture ➤ Institutional support to an entrepreneur ➤ Venture funding, requirements of Capital (Fixed and working) - SEED capital Sources of finance, problem of Venture set-up and prospects ➤ Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance. ➤ New trends in entrepreneurship- Fin Tech Health Tech and Startup 	15

References:

- *Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.*
- *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*

COURSE NAME: STRATEGIC MANAGEMENT

COURSE CODE: M23BM1MJ02

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	Modules/ Units
1	Introduction to Strategic Management
	<ul style="list-style-type: none">• Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Benefits and Risks of Strategic Management.• Levels of Strategies: Corporate, Business and Operational Level Strategy• Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy , Operational Strategy• Business Environment: Components of Environment- Micro and Macro and Environmental Scanning
2	Strategy Formulation, Implementation and Evaluation
	<ul style="list-style-type: none">• Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.• Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix,• ETOP- Environmental Threat and Opportunity Profile, Strategic Choice- Factors and Importance.• Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance & Challenges• Strategic Evaluation and Control: Importance, Limitations and Techniques• Budgetary Control: Advantages, Limitations
3	Business, Corporate and Global Strategies
	<ul style="list-style-type: none">• Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors, and Causes.• Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances, and International Businesses• Public Private Participation: Importance, Problems and Governing Strategies of PPP Model.• Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business
4	Current Strategic Trends

	<ul style="list-style-type: none"> • Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India. • Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering, Change Management • Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies. • Strategic management in Social enterprises: Introduction to social enterprises, Different kinds of social enterprises: not-for profit and profit making, Need and opportunity. • 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 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 K. Dixit and Barry J. Nalebuff**
- 2) "Strategic Marketing Management: Planning, Implementation, and Control" by Colin Gilligan 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 Burgelman and Clayton Christensen
- 8) Solved Scanner CA IPCC Group-II Paper-7 Information Technology and Strategic Management" by Dr Arpita Ghose and Gourab Ghose
- 9) "Information Technology and Strategic Management For CA-IPCE (FIRST)" by CA NIKHIL SINGHAL and Summary Book on ITSM for CA-IPCC/IPCE

COURSE NAME: ADVANCED MICROECONOMICS

COURSE CODE: M23BM1MJ03

COURSE CREDIT: 04

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 involving the use of concepts of business economics.

Course Outcomes:

- Students will be able to explain the practical application of basic economic concepts and tools.
- 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	No. of lectures
01	<p>Module I: Basic Principles in Business Economics</p> <p>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</p>	15
02	<p>Module II: Demand and Supply Analysis</p> <ul style="list-style-type: none"> • 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, effect of changes in price and income on consumer equilibrium 	15
03	<p>Module III: Production decisions and Cost analysis</p> <ul style="list-style-type: none"> • 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. • Economic analysis of Cost: Classification of costs, short run and long run cost functions, related numerical problems. • Break-even Analysis- Concept, Factors influencing break-even point, related numerical problems. 	15

4	<p>Module IV: Market structure analysis</p> <ul style="list-style-type: none"> • 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. • 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. 	15
---	--	----

REFERENCES:

- 1) Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
- 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. Delhi, 2000)
- 7) Koutsyiannis, 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 Delhi, 199

COURSE NAME: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY**COURSE CODE: M23BM1MJ04****COURSE CREDIT: 02****1 credit - 15 lectures****1 lecture is 60 minutes****Course Objectives:**

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

Course Outcomes:

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

Sr. No	Syllabus	No. of lectures
01	Introduction to Business Ethics and Corporate Governance 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	Introduction to Corporate Social Responsibility 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	15

	codes on CSR. CSR and Sustainable Development, CSR through Triple Bottom Line in Business	
--	--	--

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 Publishing Company.
- Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India • R.C. Sekhar, Ethical 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 Delhi
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 2007
- Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997
- Francesco Perrini, Stefano and AntanioTencati, Developing CSR- A European Perspective , Edward Elgar.

COURSE NAME: 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 and optimal solution such that they would be able to predict and control human behaviour and improve results.

Sr. No	Syllabus	No. of lectures
01	Module -1- Understanding Organizational Behaviour <ul style="list-style-type: none">➤ Understanding Organizational Behaviour: Definition, Goals, Focus and Fundamentals of OB➤ Concepts of OB and Inter-disciplinary approach of OB➤ A Basic Model of OB: Emerging Trends.	15
02	Module-2 - Foundation of Individual Behaviour <ul style="list-style-type: none">➤ Factors affecting Individual behaviour- Personal, Psychological, Organization System, Environmental.➤ Personality& Perception – Nature of personality, Determinants of personality, Personality Traits., Factors Influencing Perception, Managing perception Process, Perception and OB➤ Attitude – Nature, components, work related attitudes, Barriers to attitudinal Change, Measures to attitudinal change.	15
03	Module-3 - Group Dynamics and Behaviour <ul style="list-style-type: none">➤ Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems.➤ Work place behaviour – Determinants of Group Behaviour, Power and Politics – Sources of Power, Types of Organizational politics.➤ Conflict – Levels of Conflict, Strategies for resolving	15

	Conflict, and Guidelines for effective negotiation.	
04	Module-4 - Emerging Challenges <ul style="list-style-type: none"> ➤ Stress Management – Sources, Effects, Strategies, Stress and Performance. ➤ Organization culture – Cultural Dimensions, Creating Organizational Culture, Maintaining Organizational Culture. ➤ Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place. 	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, 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.

COURSE NAME: RESEARCH METHODOLOGY

COURSE CODE: M23BM1RM01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

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

Course Outcomes:

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

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

	Regression Analysis, Numericals. <ul style="list-style-type: none"> • Testing of Hypotheses – Parametric Test-t test, f test, z test, Non-Parametric Test -Chi square test, ANOVA, Factor Analysis, Numericals. • Interpretation of data: significance and Precautions in data interpretation 	
04	Research Reporting and Modern Practices in Research <ul style="list-style-type: none"> • Research Report Writing: Importance, Essentials, Structure/ layout, Types • References and Citation Methods: APA (American Psychological Association), CMS (Chicago Manual Style), MLA (Modern Language Association) • Footnotes and Bibliography • Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research 	15

References:

- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009
- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education, Private Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing 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 Ltd
- SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K 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, Colombus O. Grid, 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, The Macmillan Company, New York
- Research and Methodology in Accounting and Financial Management, J.K Courtis
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E