



DR. RAMMANOHAR LOHIA AVADH UNIVERSITY, AYODHYA

Structure of Syllabus for the Programme

B. Com. IV Year, Subject: Commerce i.e. Bachelor (Research) in Faculty – Commerce

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M. Com., Subject: Commerce i.e. Master in Faculty – Commerce

Effective from Academic Year 2024-25

Structure of Syllabus Developed by

Name of BoS Convener/ BoS Member	Designation	Department	College/ University
Prof. Himanshu Shekhar Singh	Dean	Commerce	Dr. RIA University, Ayodhya <i>online</i>
Prof. Binod Pratao Singh	Convener	Commerce	Shri Lal Bahadur Shastri Degree College, Gonda <i>R. Agrawal 21/3/24</i>
Prof. Rajeev Kumar Agrawal	Member	Commerce	Shri Lal Bahadur Shastri Degree College, Gonda
Prof. Mirza Shahab Shah	Member	Commerce	KS Saket PG College, Ayodhya <i>[Signature]</i>
Prof. Rashid Ali	Member	Commerce	KNIPSS, Sultanpur
Prof. Surya Bhan Singh	External Member	Commerce	MMM PG College, Kalakankar <i>online</i>
Dr. Kunwar Singh (Retd.)	External Member	Commerce	BBD PG College, Paruiya Ashram, Ambedkar Nagar <i>[Signature]</i>
Prof. R.P. Singh	External Member	Commerce	Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur <i>online</i>
Prof. Ajay Kumar Singh	External Member	Commerce	University of Allahabad, Prayagraj <i>online</i>

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(Convener
Commerce)

DR. RAMMANOHAR LOHIA AVADH UNIVERSITY, AYODHYA

Structure of Syllabus for the Programme

B. Com. IV Year, Subject: Commerce i.e. Bachelor (Research) in Faculty -- Commerce

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M. Com., Subject: Commerce i.e. Master in Faculty – Commerce

Effective from Academic Year 2024-25

Course Code		Course Title	Credits	T/P	Evaluation	
A	B				CIE	ETE
A	B	C	D	E	F	G
Programme/ Class: B. Com. – YEAR IV – SEMESTER VII						
Programme/ Class: M. Com – YEAR I – SEMESTER I						
N-C010701T	CORE	Organizational Behavior	5	T	25	75
N-C010702T	CORE	Indian and Global Business Environment	5	T	25	75
N-C010703T	CORE	Statistical Analysis	5	T	25	75
C010704T	FIRST ELECTIVE (Select any one)	Digital Marketing and E-Commerce	5	T	25	75
C010705T		Advertising and Sales Management	5	T	25	75
C010706P	SECOND ELECTIVE (Select any one)	Project Presentation on Digital Marketing and E-Commerce	5	P	50	50
C010707P		Project Presentation on Advertising and Sales Management	5	P	50	50

Programme/ Class: B. Com. – YEAR IV – SEMESTER VIII						
Programme/ Class: M. Com. – YEAR I – SEMESTER II						
C010801T	CORE	Business Research Methodology	5	T	25	75
N-C010802T	CORE	Logistics and Supply Chain Management	5	T	25	75
N-C010803T	CORE	Consumer Behaviour	5	T	25	75
C010804I	GENFRIC THIRD ELECTIVE (Select any one)	Advanced Corporate Accounting and Reporting	5	T	25	75
C010805I		Management of small Business	5	T	25	75
C010806P	FOURTH ELECTIVE (Select any one)	Project Presentation on accounting and reporting of any Company or MSME/ Large industry	5	P	50	50
C010807P		Field Visit/ Industrial Training/ Practical Work with a Professional Person.	5	P	50	50

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Programme/ Class: M. Com. – YEAR II – SEMESTER III						
N CD10901T	CORE	Services Marketing	5	T	25	75
N-CD10902T	CORE	Retail Management	5	T	25	75
CD10903T	CORE	Strategic Management	5	T	25	75
CD10904T	FIFTH ELECTIVE (Select any one)	Security Analysis and Portfolio Management	5	T	25	75
CD10905T		International Marketing	5	T	25	75
CD10906P	SIXTH ELECTIVE (Select any one)	Project Presentation on SPSS/ MS Excel/ R Studio/ JAMOVI/ Any Other Software used in Business Research	5	P	50	50
CD10907P		Project Presentation on any Topic Related to Business	5	P	50	50

Programme/ Class: M. Com. – YEAR II – SEMESTER IV						
CD11001T	CORE	Project Management and Planning	5	T	25	75
N CD11002T	CORE	Personal Savings and Investment Management	5	T	25	75
CD11003T	SEVENTH ELECTIVE (Select any one)	Indian Financial System and Financial Services	5	T	25	75
CD11004T		Customer Relationship Management	5	T	25	75
CD11005P	RESEARCH PROJECT/ DISSERTATION	Major Research Project/ Dissertation	10	P	50	50

Note: In case of 4+1 (B.Com. 4 years programme and M.Com. 1 Year Programme), Course structure which is mentioned as M.Com. Year II will be treated as M.Com. Year I.

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Programme/ Class: B. Com.	Year: IV	Semester: VII
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Programme/ Class: M. Com.	Year: I	Semester: I
Bachelor (Research) in Faculty – Commerce		
Course Code: N-C010701T	Course Title: Organizational Behaviour	
Course Outcomes: The objective of the course is to make the students familiar with Indian organizations of VEDIC period and the basics of organizational behaviour and make them understand the importance of groups and leadership etc. The course also aims to develop in the student the ability to run a business house more efficiently in a situation of stress.		
Credit: 5	Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	VEDIC Period - Early and later VEDIC period and political, social, economic and religious characteristics in VEDIC period. Religious concepts and HINDU social organization – Concepts of Dharma, Artha, Kama and Moksha, Karma and Sansara and relevance to Hindu structure. The Varna system – The four Varna, the four stages of life, Jati, caste councils and caste associations, interdependence among casts and Jajmani system.	
2	Meaning, Characteristics, Key elements and evolution of Organizational Behaviour (OB); Biological Foundations of Behaviour; Trends and Changes in OB, Globalization and Culture. Individual Dimension of OB: Motives and Behaviour; Personality and Behaviour; Perception and Behaviour; Learning and Behaviour; Theories of Motivation: Expectancy Theory, Equity Theory, Reinforcement Theory, Goal Theory.	
3	Groups and Leadership: Meaning and classification of group, Group member resource, Group structure: Group cohesiveness, Committees, Nature and functions: Advantages and disadvantages, Guidelines for effectivity; Leadership: Meaning and roles in organization, Major approaches, Leadership styles, Distinction between Manager and Leader, Theories: Ohio and Michigan studies, Fiedler's contingency model, Path-Goal theory.	
4	Power, Politics and Conflict: Power: Meaning, Sources and Bases, Impression Management; Defensive Behaviour; Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict.	
5	Organizational Culture: Introduction, Elements of Culture, Functions of Organizational Culture, Managing Organizational Culture, Organizational Culture and Ethics, Organizational change: Forces for change, planned change; Resistance to change; Approaches to Managing Organizational Change. Organizational change in Indian Businesses.	

Suggested Readings –

- Haripada Chakraborti, Trade and Commerce of Ancient India, Academic Publishers, Calcutta 1966
- Balram Srivastava, Trade and Commerce in Ancient India, Chowkhamba Publication, 1968.
- L.M. Prasad, Organizational Behaviour, Sultan Chand & Sons, 2019.
- R.W. Griffin, J.M. Phillips & S.M. Gully, Managing People and Organizations, Cengage Learning, 2016.
- Keith Davis, Human Behaviour at Work.
- Hersey, Paul and K.M. Blanchard, Management of Organisational Behaviour.
- Korman, K. Abraham, Organisational Behaviour.
- Drucker, Peter, The Effective Executive.
- Dr. M.L. Dashora, Sangathan Siddhant evam Vyavahar (Hindi).
- Dr. P.C. Jain: Sangathanatmak Vyavahar (Hindi).
- K. Aswathappa: Organisational Behaviour.
- K. Aswathappa and G. Sudarsana Reddy, Management and Organisational Behaviour.
- G.S. Sudha: Management Concepts and Organisational Behaviour.

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Programme/ Class: B. Com.	Year: IV	Semester: VII
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Programme/ Class: M. Com.	Year: I	Semester: I
Bachelor (Research) in Faculty – Commerce		
Course Code: N-C010702T	Course Title: Indian and Global Business Environment	
Course Outcomes: After completion of this course, the students will be able to identify and differentiate various micro and macro factors affecting functioning of business, analyze Indian and global economy in the light of changing government regulatory policies and learn about the objectives and strategies in economic planning.		
Credit: 5	Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Concept of Business Environment, Economic Environment- Economic Systems, Economic Policies (Monetary and Fiscal Policies); Political Environment- Role of Government in Business; Legal Environment- Consumer Protection Act, FEMA. Socio-Cultural Factors and their Influence on Business. Corporate Social Responsibility (CSR)	
2	Scope and Importance of International Business, Globalization and its Drivers, Modes of entry into International Business. Government Intervention in International Trade; Tariff and Non-tariff Barriers; India's Foreign Trade Policy.	
3	Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI); Types of FDI, Costs and Benefits of FDI to home and host countries; Trends in FDI; India's FDI Policy. Balance of Payments (BoP): Importance and components of BoP.	
4	Regional Economic Integration: Levels of Regional Economic Integration; Trade creation and diversion Effects; Regional Trade Agreements: European Union (EU), ASEAN, SAARC, NAFTA NITI Aayog: Purpose, Role and Significance, Initiatives taken by it.	
5	International Economic institutions: IMF, World Bank, UNCTAD World Trade Organisation (WTO): Functions and Objectives of WTO. Agriculture Agreement, GATS, TRIPS, TRIMS.	
Suggested Readings –		
<ul style="list-style-type: none"> • Mishra and Puri, Economic Environment of Business, Himalaya Publishing House Pvt. Ltd, 2018 • B.N. Ghosh, Business Environment, Oxford University Press, 2014 • Ramesh Singh, Indian Economy for UPSC Civil Services Exam, McGraw Hill Education India, 2023 • Datt and Nag, Datt & Sundharam's Indian Economy, S Chand and Company Ltd, 2024 • F. Cherunilam, Business Environment: Text & Cases, Himalayan Books, 2011 • Faisal Ahmed, Business Environment: Indian and Global Perspective, Masood Books UP, 2020 		

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Programme/ Class: B. Com.	Year: IV	Semester: VII
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Programme/ Class: M. Com.	Year: I	Semester: I
Bachelor (Research) in Faculty – Commerce		
Course Code: N-C010703T	Course Title: Statistical Analysis	
Course Outcomes: The objective of the course is to enable the students to understand the basic concepts of statistical tools and techniques and to develop in them the ability to apply these tools and techniques for managerial decision making and also to work as good researcher.		
Credit: 5	Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Probability: Basic Concepts and its Types, Probability Rules, Probability under conditions of statistical independence and statistical dependence, Bayes' Theorem, Mathematical Expectations, Theoretical Frequency Distributions: Binomial, Poisson and Normal Distributions, Choosing the correct Probability Distribution. Univariate, Bivariate and Multivariate Analysis (Concept Only)	
2	Regression Analysis: Simple and Multiple Linear Regression (Only in Individual Series) Association of Attributes: Class Frequencies, Consistency of Data, Association between Attributes; Chi-Square Test.	
3	Sampling and Sampling Distributions: Introduction to Sampling and Basic Concepts for Hypothesis Testing, Procedure and Estimation of Parameter, Testing of Hypothesis and Estimation of Parameter for Large Samples (Variables only).	
4	Testing of Hypothesis and Estimation of Parameter for Small Samples (Variables) with Student's t-test, F-test, Analysis of Variance (ANOVA) Test.	
5	Nonparametric or Distribution-free Tests: Mann-Whitney U test and Kruskal Wallis H Test. Statistical Quality Control: Concept, Control Charts; Mean, Standard Deviation and Range Chart.	
Suggested Readings –		
<ul style="list-style-type: none"> • Clarks and Jordan: Introduction to Business and Economics. • W.G. Cochran, Sampling Techniques. • Croxton and Cowden: Applied General Statistics • D.N. Elhance, Fundamentals of Statistics. • S.P. Gupta, Statistical Methods. • B.N. Gupta, Statistics. • Jean and Gibbons: Non-parametric Statistical Inference. • P.H. Karmel, Applied Statistics for Economics. • Levin and Richard, Statistics for Management. • K.N. Nagar, Sankhyaki Ke Mool Tatva. • Sancheti and Kapoor: Statistical Methods. 		

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Programme/ Class: B. Com.	Year: IV	Semester: VII
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Programme/ Class: M. Com.	Year: I	Semester: I
Bachelor (Research) in Faculty – Commerce		
Course Code: C010704T	Course Title: Digital Marketing and E-Commerce	
Course Outcomes: The course aims to help students understand digital and social media marketing practices to acquire and enhance customer engagement. Students will be able to develop latest digital practices for marketing and promotion.		
Credit: 5	Elective	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Marketing Strategies for The Digital World: Introduction, Meaning & Definition, History, Objectives, Features, Scope, Benefits and Problems. Digital Marketing V/S Real Marketing.	
2	Social Media Marketing: Introduction to Blogging, Importance of blogging in Marketing, Introduction to Facebook, Twitter, Google, LinkedIn, YouTube, Instagram and Pinterest - their channel advertising and campaigns; Concept of Duplicate Content and Canonical Tag, Links of Blogs at Different Related Pages and Communities	
3	User's Engagement: Use of Different Sites, Tools to increase Views and Engage Audience; Search Engine Optimization (SEO) – Contents, Tools & Optimization, Content Management; Paid Inclusion, Types of Cookies, Importance of Cookies in Improving Customer Experience, Customer Relationship Management (CRM) In Online Marketing	
4	Digital Transformation Framework, Disadvantages and Precautions in Online Marketing, Future Trends, Affiliated Marketing – Concept. Overview of Global E-Marketing Issues; Consumer Behaviour Online, Segmentation, Targeting, Differentiation, Positioning Strategies, Online Marketing Research Tools.	
5	Defining E-Commerce, The Development of E-Commerce, E-Commerce Marketing, E-Commerce Legal Considerations and E-Commerce Customer Expectations.	
Suggested Readings -		
<ul style="list-style-type: none"> • Damian Ryan, Understanding Digital Marketing (2nd ed.), Kogan Page Publishers. • D. Chaffey and F. Ellis-Chadwick, Digital Marketing: Strategy, Implementation and Practice, Pearson, 2012. • Rob Stokes, E Marketing – The essential guide to online marketing, Flat world knowledge • Moutusy Maiti, Internet Marketing, Oxford University Press India, 2017. • Vandana Ahuja, Digital Marketing, Oxford University Press India, 2015. • Tracy L. Tuten, Social Media Marketing, Sage Publications Ltd., 2017. 		

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Programme/ Class: B. Com.		Year: IV	Semester: VII
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Programme/ Class: M. Com.		Year: I	Semester: I
Bachelor (Research) in Faculty – Commerce			
Course Code: C010705T		Course Title: Advertising and Sales Management	
Course Outcomes: To develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management, which constitute the rapidly growing field of marketing.			
Credit: 5		Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Units	Topics		
1	Communication Basic: Communication and marketing, communication process, communication response, hierarchy models, Cognitive processing of communication, FKB Model, Marketing Communication mix, Integrated marketing communication and introduction, advertising – its importance and nature, advertising and publicity, Advertising Management process, advertising objective, DAGMAR Approach, determination of target audience and positioning, advertising budget- Factors influencing budget decision and methods.		
2	Advertising Message and Media Decision: Creativity and Advertising; creative process, creative appeals and execution styles, developing advertising copy for print ad- headline, body copy, logo, illustration and layout. Media Decision- Types of media, advertising through internet and interactive media, developing media plan, media selection and scheduling.		
3	Advertising in India: Social and regulatory aspects of advertising in India, Recent developments and issues in advertising.		
4	Fundamentals of Personal Selling: Nature and importance of selling, Types of selling, personal selling, salesmanship and sales management, process of effective selling, sales management process, environmental factors impacting selling, Managing ethics in selling environment, Role of personal selling in customer relationship management.		
5	Sales Force Management: Recruitment and selection, Training and development- Objectives, techniques and evaluation, sales persons compensation and techniques- Straight Salary, Straight commission, Sales contexts, Reward and Expense account, motivating and supervising sales personnel, Evaluation and control of the sales effort- Evaluation of sales personnel performance, sales and cost analysis.		
Suggested Readings –			
<ul style="list-style-type: none"> • Aaker, David, Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India. • Belch, George and Michael, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education. • Kavita Sharma, Advertising: Planning and Decision Making, Taxmann. • Joseph F. Hair, Sales Management, Cengage Learning, 2009. 			

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Programme/ Class: B. Com.	Year: IV	Semester: VII
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Programme/ Class: M. Com.	Year: I	Semester: I
Bachelor (Research) in Faculty – Commerce		
Course Code: C010706P	Course Title: Project Presentation on Digital Marketing and E-Commerce	
Course Outcomes: This course will help students to understand Digital Marketing and E-Commerce. Students will be able to understand usage, latest trends and future development of Digital Marketing and E-Commerce. It will help them to become entrepreneur as well.		
Credit: 5	Project Presentation: Elective	
Max. Marks: 50+50	Min. Passing Marks: 33	

Programme/ Class: B. Com.	Year: IV	Semester: VII
&		
Programme/ Class: M. Com.	Year: I	Semester: I
Bachelor (Research) in Faculty – Commerce		
Course Code: C010707P	Course Title: Project Presentation on Advertising and Sales Management	
Course Outcomes: This course will help students to understand Advertising and Sales Management. Students will be able to understand how they can use advertising and manage sales when they become an entrepreneur.		
Credit: 5	Project Presentation: Elective	
Max. Marks: 50+50	Min. Passing Marks: 33	

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Programme/ Class: B. Com.	Year: IV	Semester: VIII
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Programme/ Class: M. Com.	Year: I	Semester: II
Bachelor (Research) in Faculty – Commerce		
Course Code: CD10801T	Course Title: Business Research Methodology	
Course Outcomes: This course is designed to develop in-depth knowledge of the methodology appropriate for conducting business research. The course includes a review of the scientific methods and its application to the business research process, data preparation, analysis and presentation of the research output (written and oral) for making better decisions.		
Credit: 5	Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Introduction to Research: Meaning, Characteristics, Objectives, Types, Methods, Significance, Process, Approaches, Criteria of Good Research; Ethics in Research, Plagiarism.	
2	Research Problem- Selecting a Topic for Research, Components & Sources of Research Problem, Review of Literature- Need, Purpose, Research Gap Identification; Introduction to Research Design- Types & Uses of Research Design, Features of Good Research Design, Quantitative and Mixed Research Designs; Variables in Research- Introduction, Meaning, Types	
3	Data Collection and Processing - Sources of Data, Primary and Secondary Sources, Qualitative and Quantitative Methods of Data Collection; Constructing Questionnaire: Tabulation, Editing, Coding, Classification of Data; Data Presentation - Graphical Representation. Scales of Measurement: Types of Data Measurement Scale; Reliability and Validity- Meaning, Types and Need.	
4	Concepts of Population; Introduction to Sampling- Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample; Types of Sampling - Probability and Non-probability, Sample v/s Census; Introduction to Hypothesis- Meaning, Concepts & Types, Type I and Type II Errors, Level of Significance; Testing of Hypothesis; Descriptive vs Inferential Analysis, Overview of Parametric and Non-Parametric Tests.	
5	Report Writing - Types of Reports, Essentials of a good report, Footnotes and Bibliography; Understanding Reference Management Software.	
Suggested Readings -		
<ul style="list-style-type: none"> • Zikmund, Babin, Carr and Griffin, Business Research Methods, Cengage Learning, • C.R. Kothari, Methodology of Research, Vikas Publishing House. • K.R. Sharma, Research Methodology, National Publishers, Jaipur. • Wilkinson & Bhandarkar, Methodology and Techniques of Social Research. • D.R. Cooper and P.S. Schindler, Business Research Methods, Tata McGraw Hill. • J.K Sachdeva, Business Research Methodology, • William Emury, Business Research Methods. • Dr. D.R. Krishnaswami, "Business Research Methods", Himalaya Publishing House, 2020, Mumbai. • O.R. Krishnaswamy, Methodology of Research in Social Sciences, Himalaya Publishing House. 		

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Programme/ Class: B. Com.

Year: IV

Semester: VIII

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Programme/ Class: M. Com.

Year: I

Semester: II

Bachelor (Research) in Faculty – Commerce

Course Code: N-C010802T

Course Title: Logistics and Supply Chain Management

Course Outcomes: Students will be able to understand local and world class logistics and supply chain management in manufacturing and non-manufacturing sectors as well. They will also learn models of SCM, transportation mix, location strategy, cost analysis and measurement, use of IT in SCM, Future trends and best practices in SCM

Credit: 5

Core Compulsory

Max. Marks: 25+75

Min. Passing Marks: 33

Units	Topics
1	Logistics: Components of Logistic Management, Development of Logistics, Value added Inventory Flow, Role of Logistics in the Economy, Logistics-Marketing Interface, Logistics-Manufacturing Interface, Inbound and Outbound Logistics, Logistics Management, Integrating Logistics, Perspectives in Logistics. Supply Chain Management: Concept, Objectives, Importance, Evolution, Activities – Sourcing, Manufacturing, Distribution and Delivery, Organisations Involved, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Supply Chain Sustainability, Difference between Logistics and Supply Chain Management.
2	Models for SCM Integration: Integrated Supply Chain/ Value Chain, Supply Chain Strategies – Push Based Supply Chain, Pull Based Supply Chain, Push-Pull Strategy, Demand Management, Internet and SCM, Physical Goods Flow, Virtual Flow and Cash Flow, Bullwhip Effect, A New Perspective to Counter Bullwhip Effect. Information Technology (A Key Enabler of SCM): Introduction, Role of Logistics Information System, Requirements and components, Technologies – Information Network, EDI, SCMS, ERP, Transport Management System, Data Mining, Data Warehousing, CRM, Technology Applications – Bar Codes, RFID, Logistics Labels, QR Code, FasTag.
3	Transportation Mix: Introduction, Warehousing, Tools & Techniques of Reducing Costs, Transportation Costs, Method of Selection, Transportation Decision, Number & Size of Depots, Fleet Sizing & Configuration, Routing and Scheduling, Futuristic Direction in Transportation. Location Strategy: Introduction, Plant Location, Distribution Problem, Warehouse Location, Retail Facility Location. Cost Analyses & Measurement: Cost Drivers, Activity Based Costing (ABC), Logistics Cost, Customer Profitability Analysis.
4	Future Trends and Issues: Collaborative Strategies, Vendor Managed Inventory, Third Party Logistics, Fourth Party Logistics, Enterprise Resource Planning, Internet and E-commerce, Supply Chain Agents, Green Supply Chain, Reverse Logistics, World Class Supply Chain. Best Practices & Benchmarking in SCM: Objectives, Importance, Role and Methodology for Benchmarking, Change Management and Benchmarking, Challenges Faced in Implementation of Benchmarking.
5	World-Class Supply Chain Management (WCSCM): Meaning, Globalisation and SCM, International Logistics. Supply Chain Management in Service Organizations / Non-Manufacturing Sector: Supply Chain Management of Products vs. Services, Financial Services Sector, Hospitality, Software, Communication, Healthcare, Consultancy, Education, Government.

Suggested Readings –

- S.P. Shobha Devi, Dr. Bilal Ahmad Dar et al., Logistics and Supply Chain Management, The Write Order Publications, 2022.
- Bowersox, Supply Chain and Logistics Management, McGraw Hill Education, 2018.
- V. Saikumari and S. Purushothaman, Logistics and Supply Chain Management, Sultan Chand and Sons, 2023.
- Satish C. Ailawadi and Rakesh P. Singh, Logistics and Supply Chain Management, PHI Learning, 2021.
- John J. Coyle, Jr. C. John Langley, et al., Supply Chain Management: A Logistics Perspective, Cengage India Private Limited, 2019.
- Martin Christopher, Logistics and Supply Chain Management, Pearson Education Limited, 2022.
- Rahul V. Altekar, Supply Chain Management: Concepts and Cases, PHI Learning, 2023.

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Programme/ Class: B. Com.	Year: IV	Semester: VIII
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Programme/ Class: M. Com.	Year: I	Semester: II
Bachelor (Research) in Faculty – Commerce		
Course Code: N-C010803T	Course Title: Consumer Behaviour	
Course Outcomes: Students will be able to understand evolution of consumer behaviour, influences on consumer behaviour, significance of personality and attitude of consumers. They will learn different models of consumer decision-making and marketing ethics towards consumers.		
Credit: 5	Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Understanding Consumer Behaviour: Defining Consumer Behaviour, Importance of studying Consumer Behaviour, Understanding Consumer through Research Process. Consumer Behaviour in a world of economic instability, Rural Consumer Behaviour. STP: Consumer Segmentation, Targeting and Positioning, Segmentation & Branding in Rural Markets.	
2	Environmental Influences on Consumer Behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality. Cross-Cultural Consumer Behaviour. Consumer Behaviour Models: EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Learning Model and Economic Model.	
3	Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing	
4	Consumer Decision-Making Processes: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Models of Consumer Decision-making, Consumers and the Diffusion of Innovation.	
5	Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Rights and Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers.	
Suggested Readings –		
<ul style="list-style-type: none"> • Zubin Sethna, Jim Blythe, Consumer Behavior, SAGE Publications India Pvt Ltd, 2020 • Frank Kardes, Thomas Cline, et al., Consumer Behaviour-Science and Practice, Cengage, 2012. • Banwari Mittal, Consumer Psychology/ Consumer Behaviour, OPENMENTIS, 2021. • Schiffman, Consumer Behaviour, Rainbow Book Distributors, 2020. • S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2017. • Michael R. Solomon and Tapan Kumar Panda, Consumer Behavior, Pearson Education, 2020. • David Loudon and Albert Della Bitta, Consumer Behavior, McGraw Hill Education, 2017. • Situn Krushna Sahu, Consumer Behaviour, Notion Press, 2021. • अनुज कुमार श्रीवास्तव एवं राजनीकाक द्विवेदी, उपभोक्ता व्यवहार एवं विपणन शोध, साहित्य भवन पब्लिकेशन्स, आगरा। 		

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Programme/ Class: B. Com.	Year: IV &	Semester: VIII
Programme/ Class: M. Com.	Year: I	Semester: II
Bachelor (Research) In Faculty – Commerce		
Course Code: CD10804T	Course Title: Advanced Corporate Accounting and Reporting	
Course Outcomes: The course focusses on the study of accounting required to understand financial position of the corporate enterprise and understand the statutory requirements so as to manage the enterprise efficiently.		
Credit: 5	Elective	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Profit Prior to Incorporation, Distribution of Profits, Managerial Remuneration- Concept, Profit Ascertainment for Managerial Remuneration, Accounts of Insurance Companies- Revenue Account, Income Statements, Balance Sheet; Meaning and Concept of Holding Company and Subsidiary Company, Minority Interest, Consolidated Final Accounts.	
2	Accounting for Amalgamation and External Reconstruction- Amalgamation in the nature of Purchase and Amalgamation in the nature of Merger, Accounting problems relating to Acquisition, Mergers and Demerger; Liquidation of company, Liquidator's Final Statement of Accounts, Winding up of Company.	
3	Corporate Actions- Meaning, Implications to Shareholders, Promoter's Holding, Issue of Bonus Shares, Accounting for Bonus Issue, Right Issue, Scheme of Capital Reduction, Buyback of Shares; SEBI guidelines for Alteration of Share Capital.	
4	Valuation of Business- Asset Based Approach, Equity Methods, Income Based Approach, (Cash Flow Method, Dividend Method), Valuation of Distressed Firms; Estimating Growth Rate, Earning Multiples, Economic Value Addition (EVA) and Market Value Approach (MVA)	
5	Forensic Accounting: Meaning, Concept, Role of the Professional Forensic Accountant; Corporate Governance; Corporate Social Responsibility- Meaning, Importance, Requirements and Users of CSR Report, Benefits, Reading of CSR Report, Companies Act-2013 and CSR Policies, Evaluation of CSR Reports; An Overview of Annual Report-, Contents of Annual Report, Key Indicators of Financial and Non- financial Performance, Nature and Extent of Reportable Segments.	
Suggested Readings –		
<ul style="list-style-type: none"> • S.N. Maheshwari, Corporate Accounting, Vikas Publishing House, 5th Edition, Year 2009 • Jain and Narang, Corporate Accounting, Kalyani Publishers, 2015 • S.K. Paul, Advanced Accounting, Central Publication • Dr. M.A. Arulanandam and Dr. K.S. Raman, Advanced Accountancy, Himalaya Publishing House, 2014. • R.L. Gupta, Advanced Accountancy, Sultan Chand Publishing. • S. Anilkumar, V. Rajesh Kumar & B. Mariyappa, Financial Accounting II, Himalaya Publishing House. • M.C. Shukla, T.S. Grewal & S.C. Gupta, Advanced Accounts. 		

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Programme/ Class: B. Com.	Year: IV	Semester: VIII
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Programme/ Class: M. Com.	Year: I	Semester: II
Bachelor (Research) in Faculty – Commerce		
Course Code: C010805T	Course Title: Management of small Business	
Course Outcomes: The course aims at to impart in-depth knowledge of MSME basically in India. It will help students in setting up of their own unit.		
Credit: 5	Elective	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Introduction- Definition, MSME's, Characteristics, scope and significance of cottage, small and medium industries, distinction between a small and large-scale industry. Environment affecting small-business and small-industry, small-scale industries and central/state governments, various agencies assisting small-scale industries in India.	
2	Production- Methods and procedures of starting a small-scale industry, preparation and evaluation of project reports, organization and financing of small-scale industries.	
3	Basic Problems of MSME's- Problems faced by small-scale industries related to production, finance, personnel and marketing in India. Financial institutions related to MSME's.	
4	Problem of Sickness- Prevention and Measures of MSME's Sickness and failure of small-scale industries in India, causes, preventive measures and rehabilitation. Industrial Policy Provisions relating to MSME's	
5	Entrepreneurship development programme in India, Role of an Entrepreneur.	
Suggested Readings –		
<ul style="list-style-type: none"> • Vasant Desai, Management of Small-scale industries, Himalaya Publishing House, 2010. • Q.H. Farooqui, Small and Cottage Industries in India • N. Singh, Scientific Management of Small-Scale Industries • Commissioner, Small-Scale Industries, Govt. of India – Annual Report • Small-Scale Industries Corp., New Delhi – Annual Report • State Financial Corporations – Annual Report • SIDBI – Annual Report • Indian Investment Centre, New Delhi – Various Publications. • Website of Ministry of Micro, Small and Medium Enterprises, Government of India. 		

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Programme/ Class: B. Com.	Year: IV	Semester: VIII
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Programme/ Class: M. Com.	Year: I	Semester: II
Bachelor (Research) in Faculty – Commerce		
Course Code: C010806P	Course Title: Project Presentation on accounting and reporting of any Company or MSME/ Large industry	
<p>Course Outcomes: This course will help students to understand the real scenario of accounting and reporting of a company's records.</p> <p>Students will be able to understand the real scenario of MSME/ Large scale industries. It will empower students in setting up of their own firms.</p>		
Credit: 5	Project Presentation: Elective	
Max. Marks: 50+50	Min. Passing Marks: 33	

Programme/ Class: B. Com.	Year: IV	Semester: VIII
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Programme/ Class: M. Com.	Year: I	Semester: II
Bachelor (Research) in Faculty – Commerce		
Course Code: C010807P	Course Title: Field Visit/ Industrial Training/ Practical Work with a Professional Person.	
<p>Course Outcomes: This course will help students to understand how they can use theoretical knowledge in business. It will empower them in getting a job or in setting up of their own firms.</p>		
Credit: 5	Project Presentation: Elective	
Max. Marks: 50+50	Min. Passing Marks: 33	
<ul style="list-style-type: none"> • In case of field visit, student is required to submit a detailed report of the visit for the purpose of evaluation. The report should include the observational features and benefits of the visit. • In case of industrial training, student may be allowed for the summer training and is required to submit a detailed training report including training certificate for the evaluation. • In case of practical work with a professional person, student is required to submit a detailed report including certificate of the work from the person for the purpose of evaluation. The report should include practical work learned and benefits of the work. 		


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Programme/ Class: M. Com.		Year: II	Semester: III
Master in Faculty - Commerce			
Course Code: N-C010901T		Course Title: Services Marketing	
Course Outcomes: The students will be able to understand Service Marketing, Marketing Mix for Services, Service Blueprint, Integration of New Technologies and other key issues facing today's customer service providers and service managers. It will provide a theoretical and practical base for assessing service performance.			
Credit: 5		Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 33	
Units	Topics		
1	Marketing of Services - Concept of Services, Service Marketing Triangle, Characteristics, nature, Importance of Services, Factors affecting Services, Reason for the Growth of Service Sector in India. Concept, Objectives and Functions of Services Marketing, Need and Challenges for Services Marketing, Technological Development in Services Marketing, E-Services.		
2	Services Marketing Mix and Research: 7 Ps of Service Marketing – Product, Pricing, Place, Promotion, People, Physical Evidence, Process. Application of Marketing Research in Services Marketing. Services Marketing Process. Collection of Services Marketing Information. Strategic Marketing Process for Services. Services Marketing Planning.		
3	Consumer Behaviour in Services - Consumer Choice, Consumer Experience, Post Experience Evaluation. Customer Expectations of Service - Importance, Factors, Issues, Ensuring High Customer Satisfaction, Understanding differences among Consumers.		
4	Dimensions of Service Quality: Delivering Quality Service, Challenges of Measuring Service Quality, Employees Role in Service Delivery, SERVQUAL, The Customer Gap, The Customer Expectations versus Perceived Service Gap, Closing the Gaps, Key Factors and Strategies for Closing the Gap, GAPS Model of Service Quality.		
5	Modern Trends in Services Marketing - Marketing Services in Financial, Health and Hospitality Sectors including Travel and Tourism. Developing Sustainable Service Models.		
Suggested Readings –			
<ul style="list-style-type: none"> • Valarie Zeithaml & Mary Jo Bitner- Services Marketing: Integrating Customer Focus across the Firm, McGraw Hill Education, 2018. • Ruchika Sharma & Kritika Nagdev, Service Marketing (test & cases), Sun India Publications, 2019. • R. Srinivasan, Services Marketing: The Indian Context, Prentice Hall India Learning Private Limited, 2014. • K.R.M. Rao, Services Marketing, Pearson Education India, 2011. • Venugopal and Raghu, Services Marketing, Himalaya Publishing House. • Manita Matharu and Manish Joshi, Service Marketing, Redshine Publication Pvt. Ltd., 2022. • Jochen Wirtz and Christopher Lovelock, Services Marketing: People, Technology, Strategy, World Scientific (Us), 2011. • Harsh V. Verma, Services Marketing: Text and Cases, Pearson Education, 2012. 			


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Programme/ Class: M. Com.		Year: II	Semester: III
Master in Faculty - Commerce			
Course Code: N-C0109021		Course Title: Retail Management	
Course Outcomes: This course will help the students to develop Analytical Skills to identify Retail Business Opportunities and Conditions for access to potential marketers. It will help them to start their own retail outlet.			
Credit: 5		Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 33	
Units	Topics		
1	Retailing: Concept, Scope and Importance of Retailing and Retail Management, Retail Formats, Theories of Retail Change, Retail Environment: Economic, Legal, Technological & Competitive. Retail Sector in India: Size, and Drivers of Retail Changes, FDI in Retailing in Indian Context. Recent Trends in Retailing: Modern Retail Formats, Mall System, Challenges Faced by the Retail Sector, Ethics in Retailing.		
2	Retail Strategies: Promotional Strategies, Retail Planning Process, Retail Market Segmentation- Concept and Significance. Relationship Marketing Strategies: CRM in Retailing, Retail Value Chain, Retail Life Cycle, HRM in Retailing- Growing Importance of HR and Challenges faced by HR in Retailing. Consumer Strategies: Consumer Behaviour in Retail Context, Buying Decision Process, Customer Service as a Part of Retail Strategy.		
3	Retail Location: Importance, Types, Steps involved in choosing a Retail Location. Merchandising: Concept and Merchandising Planning Process, Retail Branding, Merchandising, Buying, Visual Merchandising. Store Design and Layout: Store Design- Elements, Store Layout - Importance, Steps for Designing.		
4	Technologies: Use of Technologies in Retailing- Electronic Data Interchange (EDI), Radio Frequency Identification (RFID), Data Base Management System. E-Retailing: Formats, Challenges, Green Retailing- Concept and Importance. Retail as a Career: Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager.		
5	Legal Compliances for Retail Stores, IPR Patents, Copyright, Trademarks, Consumer Rights. Highlights of Consumer Protection Act and The Standards of Weight and Measures Act.		
Suggested Readings -			
<ul style="list-style-type: none"> • Berman and Evans, "Retail Management", Prentice Hall, 2017. • Michael Levy and Barton A. Weitz, Retail Management, Tata McGraw Hill, Fifth Edition, 2004. • James R Ogden & Denise T Ogden, Biztantra, Integrated Retail Management, Indian Adaptation, New Delhi, 2005. • Gibson Vedamani, Retail Management –Functional Principles and Practices, Jaico Books, Second Edition, 2004. • Swapnil Saurav and Ravi Potti, The A to Z of Retail Management, Eka Publishers, 2013. • Swapna Pradhan, Retailing Management: Text and Cases, McGraw Hill, 2020 • Sheikh, Arif., Retail Management, Himalaya Publishing House, 2014. • Pinki and Aryani, Retail Management, Sankalp Publication, 2023. • Rosemary Varley and Mohammed Rafiq "Principles of Retail Management", Palgrave Macmillan, 2005. 			

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Programme/ Class: M. Com.		Year: II	Semester: III
Master in Faculty - Commerce			
Course Code: CO10903T		Course Title: Strategic Management	
<p>Course Outcomes: The course is concerned with both the determination of strategic direction and the management of the strategic process. As such, it deals with the analytical, behavioural, and creative aspects of business simultaneously. The perspective of this course is to make students aware about the key tasks involved including detection of and adaptation to environmental change; the procurement and allocation of resources; the integration of activities across subparts of the organizations; and, at the most senior levels, the determination of purpose and the setting of corporate directions. The content will enhance the basic understanding of the nature and dynamics of the strategy formulation and implementation processes.</p>			
Credit: 5		Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 33	
Units	Topics		
1	Introduction to Strategy: Meaning, Nature, Scope, and Importance of Strategy; Levels of Strategy; Models and various school of thought in strategic management; Process of Strategic Decision-Making, The concept and relevance of Corporate Governance; Role and Responsibilities of Top Management; Corporate Social Responsibility – meaning and trends.		
2	Environmental Scanning: Understanding Strategic Objectives, Components of the Macro Environment, PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model; Components of the Micro Environment: Resource Based View (RBV) Analysis, VRIO (Value-Rarity-Imitability-Organization) Framework, Value Chain Analysis, Sustaining Competitive Advantage.		
3	Strategy Formulation: Strategy Choice & Scenario Analysis Process, Tools & Techniques of Strategic Analysis - BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7S framework; Competitive Strategy - Cost Leadership, Differentiation & Focus; Cooperative Strategy - Strategic Alliances - M&A, Growth strategies, Stability Strategies & Retrenchment Strategies.		
4	Strategy Implementation: Developing Programmes, Budget and Procedures, Stages of Corporate Development, Organizational Life Cycle; Organizational Structures: Matrix, Network & Modular/Cellular; Personnel Plan and Policies, Leadership and Corporate Culture.		
5	Evaluation & Control: Evaluation & Control Process and Techniques; Enterprise Risk Management; Primary Measures of Corporate Performance - Balance Scorecard Approach to Measure Key Performance of Responsibility Centers & Functional Areas (Finance, Marketing, HR, Production, IT); Strategic Audit of a Corporation.		
<p>Suggested Readings -</p> <ul style="list-style-type: none"> • Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer: Strategy - Theory and Practice. SAGE Publishing India, 2011 • A.K. Chaudhary, Strategic Management, Sahitya Bhawan Publications, Agra. (Hindi) • R.K. Yadav, Strategic Management, University Science Press (Hindi) • Sontakki, Gupta, Strategic Management, Kalyani Publications (Hindi) • Kazmi and Azhar, Business Policy and Strategic Management, McGraw-Hill Education • Thomson, A. Arthur and A. J. Strickland, Strategic Management: Concept and Cases, McGraw Hill Education. • L.F. Jauch and W.F. Glueck, Business Policy and Strategic Management; McGraw-Hill Education. 			

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Programme/ Class: M. Com.	Year: II	Semester: III
Master In Faculty - Commerce		
Course Code: C010904T	Course Title: Security Analysis and Portfolio Management	
<p>Course Outcomes: The course is designed to enforce student's knowledge and understanding of the security analysis and portfolio management process. Focus is to develop understanding of Investments (objectives and constraints), secondary market operations, selection of financial instruments, portfolio formulation, monitoring evaluation techniques. The valuation of equity and interest-bearing instruments provides an insight for decision making required to achieve the core objective of business.</p>		
Credit: 5	Elective	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Overview of Capital Market: Capital Market Instruments; Primary Issue Market (IPO) and Secondary Market; Trading Mechanism of Securities, Role of Stock Brokers and Intermediaries, Clearing and Settlement Procedures; Regularity Systems for Equity Markets; Difference between Investment & Speculation; Investment Asset Class; Stock Market Indices.	
2	Risk and Return of a Security: Concept of Return and Yield, Components & Meaning of Risk, Measurement of Systematic Risk and Unsystematic Risk; Beta as a Measure of Risk, Calculation of Beta, Portfolio Risk and Return.	
3	Equity & Bond Valuation: Concept of Intrinsic Value of Equity, Fundamental Analysis- Discounted Cash Flow Technique, Dividend Discount Models, P/E Ratio, Price/Book Value; Technical Analysis- Dow Theory, Types of Charts & Its Interpretations; Difference Between Technical and Fundamental Analysis. Efficient Market Hypothesis (EMH) - Meaning and Types, Bond Analysis: Valuation of Debentures/Bonds, Nature of Bonds, Bond Theorem, Term Structure of Interest Rates.	
4	Portfolio Management: Meaning, Need, Objectives and Process; Selection of Securities; Capital Asset Pricing Model (CAPM).	
5	Portfolio Revision and Evaluation- Active and Passive Portfolio Management; Performance Evaluation of Existing Portfolio - Sharpe, Treynor and Jensen Measures.	
<p>Suggested Readings -</p> <ul style="list-style-type: none"> • P. Pandian, Security analysis and portfolio management, Vikas Publishing House Pvt. Ltd., 2005. • V.P. Agrawal, Security Analysis and Portfolio Management, Sahitya Bhawan Publications (Hindi). • S. Bhat, Security analysis and portfolio management, Excel Books, 2008. • Chandra, Security Analysis and Portfolio Management, TataMcGraw Hill Publishing Company, 2011 • M. Ranganatham & R. Madhumathi, Investment analysis and portfolio management, Pearson Education, 2004 • Bhatt, Security Analysis and Portfolio Management, Dreamtech Press, 2011. • V.A. Avadhani, Security analysis and portfolio management, Himalaya Publishing House • V.K. Bhalla, Investment Management, S. Chand Ltd 13th edition. • Prasanna Chandra, Investment analysis and portfolio management, Tata Mc Graw Hill, 3rd edition. 		

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Programme/ Class: M. Com.		Year: II	Semester: III
Master in Faculty - Commerce			
Course Code: CD10905T		Course Title: International Marketing	
<p>Course Outcomes: The objective of the course is to familiarize the students with the conceptual framework, policies and procedures of international marketing. It also aims to provide an exposure of the environmental dynamics of international business to the students so as to enable them to develop international marketing strategies.</p>			
Credit: 5		Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Units	Topics		
1	Introduction: Nature, scope and importance of globalization, Concept of Domestic and International marketing, Global trade and marketing, Drivers of globalization, Multinational corporations. International Marketing Environment: Economic, social, political, geographical and legal environment; Global trading environment and developments.		
2	Identification of International Markets: Segmentation and International Markets; Methods of evaluation of International Markets; Entry Mode Decisions, Modes of entry in international market – Exporting, licensing, contract manufacturing, Joint venture, operating through wholly owned subsidiaries abroad. Factors affecting selection of Entry Modes; International organizations; Market Coverage Strategies.		
3	International Product Decisions: product quality, design, labelling, packaging, branding and product support services; Product mix; Product life cycle; New product development; International Pricing Decisions: Factors affecting pricing determination; International pricing process, policies and strategies; Transfer pricing: Dumping, steps in pricing, Retrograde pricing, Export price structure.		
4	International Promotion Strategies: Marketing environment and promotion strategies; Major decisions in international marketing communications, problems in international marketing communications; Export promotion organizations, International promotion mix – Concept, tools, and their key features; International Sales Force Management – process and major issues.		
5	International Distribution Decisions: Distribution channel strategy; Types of international distribution channels; International distribution logistics – Inventory management, transportation, warehousing and insurance. Emerging Trends in International Marketing: International marketing through internet; Ecological concerns in International Marketing; International Marketing ethics.		
<p>Suggested Readings –</p> <ul style="list-style-type: none"> • Varshney and Bhattacharya, International Marketing Management, Sultan Chand & Sons. • Francis Cherunilam, International Marketing, Himalaya Publishing House. • Cateora, R. Philip, Graham, L. John and Gilly, International Marketing, Tata McGraw Hill. • Czinkota, R. Michael and Ronkainen Ilka, International Marketing, Cengage Learning. • Joshi and M. Rakesh, International Marketing, Oxford University Press. • Keegan, J. Warren and Green, Global Marketing, Pearson. • Sak Onkvisit and John J. Shaw, International Marketing: Analysis and Strategy. Psychology Press. 			

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Programme/ Class: M. Com.	Year: II	Semester: III
Master In Faculty - Commerce		
Course Code: C010906P	Course Title: Project Presentation on SPSS/ MS Excel/ R Studio/ JAMOV/ Any Other Software used in Business Research	
Course Outcomes: This course will help students to understand how they can use statistical software in research work. This will enhance their analytical and interpretation abilities as well.		
Credit: 5	Project Presentation: Elective	
Max. Marks: 50+50	Min. Passing Marks: 33	

Programme/ Class: M. Com.	Year: II	Semester: III
Master in Faculty - Commerce		
Course Code: C010907P	Course Title: Project Presentation on any Topic Related to Business	
Course Outcomes: This course will help students to explore the reality on the topics related to business.		
Credit: 5	Project Presentation: Elective	
Max. Marks: 50+50	Min. Passing Marks: 33	

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Programme/ Class: M. Com.		Year: II	Semester: IV
Master in Faculty - Commerce			
Course Code: C011001T		Course Title: Project Management and Planning	
Course Outcomes: The course is designed to provide an understanding of different types of projects and the total approach for project management with a view to understand the reasons for project failures and to familiarize students with recent advances in project management tools and techniques including computers.			
Credit: 5		Core Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 33	
Units	Topics		
1	Project- Meaning and Concept; Project Management – Nature, Relevance and Scope; Attributes of a Project Life Cycle, Project Management Process; Characteristics and Role of Good Project Manager.		
2	Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Screening and Presentation of Projects for Decision Making; Project appraisal- Technical, Economic, Financial, Legal and Social.		
3	Project Planning: Need and Formulation; Project Life Cycle, Project Planning Process, Work Breakdown Structure. Cost Estimating, Types of Estimates – Top- Down Estimates & Bottom-Up Estimates.		
4	Project Scheduling: PERT-CPM, Uncertainty of PERT, Early Start Early Finish, Late Start Late Finish and Float, Crashing of Activity in CPM; Decision Making: Decision Making Environment, Decision Under Uncertainty, Decision Under Risk, Decision Tree Analysis.		
5	Project Risk Management – Introduction, Role of risk management, Steps in risk management, Risk Identification, Risk Analysis; Project Quality Management - Quality Planning, Quality Assurance, Cost of Quality, Costs of Defect, Quality Control, Quality Control Techniques Flowcharts and Diagrams, Cause and Effect Diagrams, Pareto Charts, Control Charts, Value Engineering.		
Suggested Readings –			
<ul style="list-style-type: none"> • Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 2011. • Agrawal and Fauzdar, Project Planning and Control, Sanjay Sahitya Bhawan, Agra (Hindi) • David H. Holt, Entrepreneurship: New Venture Creation, Pearson Education India, 2016 • Taneja, Entrepreneurship Development New Venture Creation, Galgotia Publishing Company, 2004. • K. Nagarajan, Project management, New Age International Pvt. Ltd. Publishers, 2015) • Marc Dollinger, Entrepreneurship: Strategies and Resources, Irwin Professional Publishing, 1995. 			

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Programme/ Class: M. Com.	Year: II	Semester: IV
Master in Faculty - Commerce		
Course Code: N-C011002T	Course Title: Personal Savings and Investment Management	
Course Outcomes: Enables the students to know various Avenues of personal savings and investment management. They will be able to secure their savings in future.		
Credit: 5	Core Compulsory	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Introduction to Investments: Meaning of Investments, Difference between Savings and Investment; Difference between Investment, Speculation and Gambling. Investment Goals; Investment Constraints. Identifying Risk Tolerance.	
2	Pre-cautionary Investments: Health Insurance- Types, Operations and Procedure. Life Insurance- Origin, Types, Operations and Procedures, Selection of Types of Insurance Policy. Pension Funds.	
3	Tax Saving Schemes and Savings Schemes: Bank Deposits, Post Office Saving Schemes, NBFC Deposits, Kisan Vikas Patra, National Savings Certificates, Employee Provident Fund, Public Provident Fund, Senior Citizen Saving Scheme, Sukanya Samridhi Yojna etc.	
4	Mutual Funds: Introduction, Historical Background of Mutual Funds in India, SIP vs SWP, Basis of Classification of Mutual Funds- Organization Structure, Management of Portfolio, Investment Objective, Underlying Portfolio, Thematic Funds, Exchange Traded Funds, Overseas Funds and Fund of Funds. Criteria for selection of Mutual Funds. Calculation of Net Asset Value. Calculation of Mutual Fund Returns. Measures of Mutual Fund Performance- Sharpe's Measure, Treynor's Measure and Jensen's Alpha.	
5	Stocks and Bonds: Meaning of Stock and Bond. Bonds- Features, Advantages, Limitations and types of Bonds. Gilt-edged Securities; Stock Market Operations; SEBI Guidelines, KYC Guidelines.	
Suggested Readings -		
<ul style="list-style-type: none"> • V.K. Bhalla, Fundamentals of Investment Management, S. Chand & Company Ltd., 2006 • Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill, 2021. • Alfred Mill & Michele Cagan, PERSONAL FINANCE 101: From Saving and Investing to Taxes and Loans, an Essential Primer on Personal Finance (Adams 101 Series), Adams Media, 2020. • Anil G Rane, Mutual Fund Investment: How to Multiply Money and Create Wealth, Adhyyan Books, 2022. • Sundar Sankaran, Indian Mutual Funds Handbook, Vision Books, 2018. • Zvi Bodie, Essentials of Investments, McGraw Hill Education, 2017. • R.P. Rustagi, Investment Management: Theory and Practice, Sultan Chand & Sons • Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House Private Limited, 2013 • R.B. Maheshwari, Investment Management, Sanjay Sahitya Bhawan, Agra, 2020. 		

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Programme/ Class: M. Com.	Year: II	Semester: IV
Master in Faculty - Commerce		
Course Code: C011003T	Course Title: Indian Financial System and Financial Services	
Course Outcomes: This course is designed to develop a knowledge about the financial system and functioning of financial sub systems comprising of financial markets, financial instruments, financial intermediaries, financial services and regulatory authorities. Moreover, the students will be able to understand the core financial services, prudential norms, new technologies and the latest transformation or reforms in mobilizing funds in economy.		
Credit: 5	Elective	
Max. Marks: 25+75	Min. Passing Marks: 33	
Units	Topics	
1	Structure of Indian Financial System, Meaning & Difference of Savings & Investments, Relationship between Money, Inflation & Interest. Financial Markets (capital market and money market) - Meaning, constituents, functions and instruments.	
2	Financial Institutions & Regulators: Reserve Bank of India – Organization, Management and Functions; Commercial Banks- Meaning, Functions, Present Structure, Types, E-Banking and Recent Developments In Commercial Banking; NBFC, Sectorial Financial Institution NABARD, Exim Bank and other Apex Financial Institutions; SEBI - Objectives and Functions.	
3	Financial Intermediaries and Services – Meaning and Role of Merchant Banking in India, Credit Rating Agencies -Meaning & Role in Investment, CIBIL; Depositories- Meaning and Roles; Overview of Fintech In India.	
4	Loan Syndication, External Commercial financing - Introduction, Need of External Commercial Borrowings (ECB) & Other modes of external financing, Foreign direct investment and (Foreign Institutional Investments) FIIs – role and importance in financial system; Micro finance– Importance, Types, Income Generating Activities and Self-Help Groups (SHGs), Issues in Micro finance sustainability.	
5	Non-banking Financial Companies (NBFCs): Meaning, Registration, Types, Functions and Importance. FinTech: Introduction, Key Finance Technology Trends and FinTech Sectors. Blockchain Technology and Cryptocurrencies.	
Suggested Readings –		
<ul style="list-style-type: none"> • L.M. Bhole, Financial Institutions and Markets; McGraw-Hill Education, 2017. • M Kohn, Financial Institutions and Markets, Oxford University Press, 2013. • Bharti Pathak, Indian Financial System; Pearson Education, 2018. • M.Y. Khan, Indian Financial System; McGraw-Hill Education, 2019. • P.N. Varshney, Banking law and practice; Sultan Chand and Sons, 2022. 		

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Programme/ Class: M. Com.		Year: II	Semester: IV
Master in Faculty - Commerce			
Course Code: C011004T		Course Title: Customer Relationship Management	
Course Outcomes: The aim of the course is to provide understanding of comprehensive marketing strategy to improve marketing productivity which can be achieved by increasing marketing efficiency and enhancing marketing effectiveness through a process of acquiring, retaining and partnering with selective customers to create superior mutual value for the organization.			
Credit: 5		Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Units	Topics		
1	Introduction to Customer Relationship Management: Concept, Evolution of Customer Relationship, Customers as strangers, acquaintances, friends and partners, Objectives and Benefits of CRM to Customers and Organizations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM		
2	Relationship Marketing and CRM: Relationship Development Strategies - Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements; Relationship Challenges; CRM Marketing Initiatives, Customer Service and Data Management.		
3	CRM Marketing drives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event-Based Marketing; E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM.		
4	CRM and Customer Service: Call Centre and Customer Care - Call Routing, Contact Centre Sales-Support, Web Based Self Service; Customer Satisfaction Measurement; Call-Scripting, Cyber Agents and Workforce Management.		
5	CRM and Data Management: Types of Data - Reference Data, Transactional Data, Warehouse Data and Business View Data; Identifying Data Quality Issues, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalization and Collaborative Filtering, Data Reporting; Ethical Issues in CRM.		
Suggested Readings -			
<ul style="list-style-type: none"> • Baran Roger J. & Robert J. Galka, Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group, 2014. • Anderson Kristin and Carol Kerr, Customer Relationship Management, Tata McGraw-Hill, 2022. • Bhasin Jaspreet Kaur, Customer Relationship Management, Dreamtech Press, 2012. • Judith W. Kincaid, Customer Relationship Management Getting It Right, Pearson Education, 2006. • Jill Dyche', CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education. • Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, Services Marketing Integrating Customer Focus Across the Firm, Tata Mc Graw Hill, 2010. • Urvashi Makkar and Harinder Kumar Makkar, CRM Customer Relationship Management, McGraw Hill Education, 2013 			

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Programme/ Class: M. Com.	Year: II	Semester: IV
Master in Faculty - Commerce		
Course Code: C011005P	Course Title: Dissertation	
Course Outcomes: This course will provide an opportunity to the students to acquire necessary research skills as part of the academic activity.		
Credit: 10	Core Compulsory	
Max. Marks: 50+50	Min. Passing Marks: 33	
<ol style="list-style-type: none"> 1- A student shall select the research topic in consultation with the faculty member assigned as Supervisor or Guide for research project course and report the same to the Head of the department/ College Principal in writing. 2- Topic of such research project should be relevant to Commerce programme on the whole. 3- The topic of such research project shall be finalized only after the Department/ College approves the same. 4- The tools of data collection should be finalized and data collection should be completed by the mid of the semester. 5- After going through plagiarism test the student has to submit in APA format, soft copy along with two hard bound copies of Research Dissertation to the Head of the Department/ College Principal on or before the last working day of the semester. 6- Each student shall be compulsorily supervised in the research project by a faculty member. The Supervisor will guide the student in methodology and the course of the study. 7- The allotment of the students to a faculty for supervision shall be done by the Departmental Council. 8- Periodic individual conference, related to research project of each student, shall be conducted by the supervisor. 9- Each student shall be required to take part in class room presentations in the context of research project. Assignments regarding such presentations shall be related to research methodology and tools of research being developed by the student. 10- The student's performance in such assignments is considered in assigning the internal assessment marks allocated for research project. 11- The type of research project (qualitative/ quantitative/ mixed method) should be based on the consensual decision of both the student and the supervisor. 12- The sample size for quantitative research shall not be less than 50 respondents and minimum of 10 cases in case of qualitative research. In case of time series minimum 10 years of data should be analyzed. 		

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