



Shri Vile Parle Kelavani Mandal's
**MITHIBAI COLLEGE OF ARTS, CHAUHAN INSTITUTE OF
SCIENCE &
AMRUTBEN JIVANLAL COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS)**

*NAAC Reaccredited 'A' grade, CGPA: 3.57,
Granted under RUSA, FIST-DST & -Star College Scheme of DBT,
Government of India, Best College, University of Mumbai (2016-17)*

Affiliated to the

UNIVERSITY OF MUMBAI

**Program: MASTER OF COMMERCE (BUSINESS
MANAGEMENT) PART - I**

DETAILED SYLLABUS

(To be implemented from Academic Year- 2021-2022)

**Choice Based Credit System (CBCS) with effect from
Academic Year (2021-22)**

PROGRAMME SPECIFIC OUTCOMES

On completion of the Programme, the learners should be enriched with knowledge and be able to:

PSO1: Develop the ability to understand, analyze and apply management concepts in the areas related to Marketing, Human Resources and Finance for efficient running of the business organization of varying complexity in competitive era.

PSO2: Manage Business thus contributing towards the development of Indian Economy.

PSO3: Start their own startups and become successful entrepreneurs.

PSO4: Be aware of the importance and relevance of Marketing, HRM, SCM, Business Analytics & Management in today's business world.

PSO5: Get Sensitized towards Morality, Business Ethics and Social Values.

PSO6: Become a Morally and socially responsible person.

PSO7: Be a good leader, decision maker, Presenter and a Team player and contribute effectively for the success of the organization.

PREAMBLE

The world of Management is dynamic. It is constantly evolving with the addition of new business techniques. It goes without saying that sound knowledge of business operations and its administration is the need of the hour. There have been constant efforts to ensure that there is greater ease of doing business in India and this has paved the way for increasing number of startups and new business ventures. Therefore, an individual requires acquaintance to the operational environment in the field of Management.

Managers need to have a pleasing personality. They need to be confident and pragmatic. They need to frame policies and take decisions in accordance with the latest trends in the industry and Business environment. In a nutshell, Managers need to have a better understanding of Business.

Keeping in mind all above points, the curriculum has been designed in the best interest of the learners. The **Master of Commerce (Business Management) Programme** is all encompassing- it provides all the necessary training (both theory and practical) that is needed to manage Business efficiently.

To highlight the importance of research the learners have to submit Research based projects in Semesters 3 and 4, the Internship report submission has been made mandatory in Semester- II, thereby encouraging the learners to undertake internships in suitable Organisations and Research-based project on a relevant topic under a faculty mentor.

After brainstorming and deliberations, a blueprint containing details related to Curriculum was developed. Scrutiny and feedback sought from experts lead to improvisation of Syllabus.

EVALUATION PATTERN

The performance of the learner will be evaluated in two components. The first component will be a Continuous Assessment with a weightage of 25% of total marks per course. The second component will be a Semester end Examination with a weightage of 75% of the total marks per course. The allocation of marks for the Continuous Assessment and Semester end Examinations is as shown below:

a) Details of Continuous Assessment (CA)

25% of the total marks per course:

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/ Research Papers/Assignments Etc.	15 marks
Component 2 (CA-2)	Online Test/Quiz	10 Marks

b) Details of Semester End Examination

75% of the total marks per course. Duration of examination will be two and half hours.

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.		16
Q2.	Answer any 2 from the following: (Module II) a. b. c.		16
Q3.	Answer any 2 from the following: (Module III) a. b. c.		16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.		16
Q5.	Case Study/Application based Questions : (Module I to IV)		11
TOTAL MARKS			75

QUESTION PAPER FORMAT (For Numerical/Practical Subjects)

Question Number	Description	Marks	Total Marks
Q1.	Practical/Numerical (Compulsory Question)	15	15
Q2 to Q5	Practical / Numerical Questions (Attempt any 3 out of 4 Questions)	15*3	45
Q6.	Write notes on the following: (Any 3 out of 4): a. b. c. d.	5 5 5 5	15
	TOTAL MARKS		75

PEDAGOGY TO BE USED:

1. Lectures
2. Presentations
3. Case studies
4. Video Clips
5. Demonstrations

MASTER OF COMMERCE (BUSINESS MANAGEMENT)
PROPOSED COURSE STRUCTURE

M.Com - I

(To be implemented from Academic Year- 2021-2022)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<i>1</i>	<i>Core Courses (CC)</i>		<i>1</i>	<i>Core Courses (CC)</i>	
1	STRATEGIC MANAGEMENT	6	1	CORPORATE FINANCE	6
2	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT	6	2	E-COMMERCE & DIGITAL MARKETING	6
3	RESEARCH METHODOLOGY	6	3	BUSINESS ETHICS & CORPORATE GOVERNANCE	6
4	COMPUTER APPLICATIONS IN BUSINESS	6	4	PROJECT WORK -I (INTERNSHIP BASED)	6
	Total Credits	24		Total Credits	24



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**Program: MASTER OF COMMERCE (BUSINESS
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SEMESTER - I

**Choice Based Credit System (CBCS) with effect from
Academic Year (2021-22)**

1. STRATEGIC MANAGEMENT

Program: M.Com (Business Management)				Semester: I	
Course: STRATEGIC MANAGEMENT				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment and Evaluation (CAE) (Marks - 25)	Term End Examinations (TEE) (Marks- 75 in Question Paper)
06	-	-	06	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To help learners understand new forms of Strategic Management concepts, develop analytical skills to provide strategic solutions and their use in business 2. To acquaint the learners with recent developments and trends in the business corporate world 3. To enhance leadership, managerial and strategic skills which leads to overall business and economic development 4. To outline and illustrate how the market for corporate strategy and control is related to corporate governance 5. To help learners relate their knowledge of strategic management in Indian context to emerging trends of the global world. 6. To acquaint the learners with new business models and strategies for Internet Economy 					
Learning Outcomes:					
Learner would be able to,					
CO 1: Understand new forms of Strategic Management concepts, develop analytical skills to provide strategic solutions and their use in business					
CO 2: Acquaint with recent developments and trends in the business corporate world					
CO 3: Enhance their leadership, managerial and strategic skills which leads to overall					

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business and economic development

CO 4: Understand how the market for corporate strategy and control is related to Corporate Governance

CO 5: Relate their knowledge of strategic management in Indian context to emerging trends of the global world.

CO 6: Acquaint themselves with new business models and strategies for Internet Economy.

Outline of Syllabus: (per session plan)

Unit	Descriptions	No of Hours
1	Overview of Strategic Management	12
2	Strategy Formulation and Implementation	12
3	Strategy Evaluation and Control	12
4	Business, Corporate and Global Strategies	12
5	Emerging Strategic Trends	12

Course Code	Title	CREDIT 6
	STRATEGIC MANAGEMENT	No of Hours
Unit I: Overview of Strategic Management		12
<ul style="list-style-type: none"> • Strategy – Concept, Mintzerbg’s 5Ps of strategy, Levels of Strategies: Corporate, Business and Operational Level Strategy, Offensive v/s Defensive Strategies • Business Policy - Concept, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies • Strategic Intent – Concept, Vision, Mission, Goals, Objectives • Concept of Strategic Management, Strategic Management Process, Benefits 		

<p>and Risks of Strategic Management.</p> <ul style="list-style-type: none"> • Business Environment: Components of Environment- Micro and Macro and Environmental Scanning, SWOT Analysis, PESTEL Analysis, ETOP- Environmental Threat and Opportunity Profile, Environmental appraisal – Scenario Planning. • Organizational Structures, Structuralist and Reconstructionist Approach. The Three Strategy Propositions- Value, Profit & People. 	
Unit II: Strategy Formulation and Implementation	
<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: Corporate Portfolio Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, Strategic Choice- Factors and Importance. • Strategic Implementation: Steps, Importance and Problems, • Project implementation – Procedural implementation, Resource Allocation – Organization Structure – Matching Structure and Strategy. • Behavioral Implementation- Attitude, Leadership, Corporate Culture, Organizational change. • Role of Strategic leader in Implementation, Turnaround Strategies, Issues in strategic leadership (case examples) 	12
Unit III: Strategy Evaluation and Control	
<ul style="list-style-type: none"> • Strategic Evaluation and Control: Concept, Importance, Limitations and Techniques • Operations Control and Strategic Control, Management Control, Auditing. • Models in Strategic Management: Red Ocean Vs Blue Ocean Strategy, VRIO Framework, Porter 5 Forces, 7 s of Strategy 	12

<ul style="list-style-type: none"> • Budgetary Control: Advantages, Limitations • Institutional Voids; Types of Institutional Voids 	
Unit IV: 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 • Mergers and Acquisitions: Reasons, Difference between Merger, Acquisition and Takeover, Scenario mapping – Strategic Mapping, Scenario Planning. Issues in Managing a New Venture. • Public Private Participation: Importance, Problems and Governing Strategies of PPP Model. 	12
Unit V : Emerging 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. • Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies. • Start-up Business Strategies and Make in India Model - Challenges, Case Studies based on Successful Start-ups, Contribution of Make in India Policy in overcoming industrial sickness. • Tailoring Strategy to fit Specific Industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. • New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success 	12

factors in E-Commerce – Virtual Value Chain.	
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Suggested Readings:

TEXT BOOKS:

- Subba Rao P, Business policy and Strategic Management, 2010, Himalaya publishing Huse, New Delhi.
- Sukul Lomash and P. K. Mishra, Business Policy and Strategic Management, Vikas Publishing House Pvt. Ltd., New Delhi,
- Dr. Azhar Kazmi, Business Policy and Strategic Management, Published by Tata McGraw Hill

REFEERENCE BOOKS:

- Jauch Lawrence R & William Glueck, Business Policy and Strategic Management. Published by Tata McGraw Hill
- Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
- Jay B. Barney, William S. Hesterly, Strategic Management and Competitive Advantage – Concepts Published by PHI Learning Private Limited, New Delhi.
- A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
- Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
- Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
- The Essentials, Harvard Business Press, 2011 Edition Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980

- Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed.

2. ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT

Program: M.Com (Business Management)				Semester: I	
Course: ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment and Evaluation (CAE) (Marks - 25)	Term End Examinations (TEE) (Marks- 75 in Question Paper)
06	-	-	06	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To understand Interpersonal Behaviour in organisation. 2. To understand the organisational behaviour elements. 3. To understand the organisational structure and design. 4. To understand emotional intelligence and develop emotional competence 5. To develop understanding and competence for personal and managerial effectiveness. 6. To understand conflict management techniques and stress management techniques. 7. To understand the fundamentals of HRM. 					
Learning Outcomes:					
Learner would be able to:					
CO 1: Have an understanding of OB.					
CO 2: Deal with stress at work place.					
CO 3: Understand structure of organisation and design.					
CO 4: Students will be able to practice leadership skills.					
CO5: Students will be able to practice emotional intelligence at work.					
Outline of Syllabus: (per session plan)					

Unit	Descriptions	No of Hours
1	Organizational Behaviour – An Overview	12
2	Organisation Design, Interpersonal Behaviour & Organisational Culture	12
3	Leadership , Stress Management & Conflict Resolution	12
4	Emotional Intelligence in OB	12
5	Human Resource Management	12

Course Code	Title	CREDIT 6
PCMAMCOM B101	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT	No of Hours
Unit I: OB – an Overview		12
Concept of Organizational Behaviour (OB)- Importance of Organizational Behaviour, Nature, Key Elements of Organizational Behaviour, Role of Managers in OB, Role Ethics in OB . Evolution of OB (Stages), Hawthorne Experiment, Human Relation Approach, Scope of OB, Models of OB, Interpersonal Roles-Informational Roles- Decisional Roles; Challenges and Opportunities for OB		
Unit II: Organisation Design, Interpersonal Behaviour & Organisational Culture		12
Meaning of Organization Design and Structure, Basic elements of Organization Structure, Types of Organization Design, organization for future.		
Nature and meaning of Interpersonal Behaviour, Concept of Self, Transaction Analysis (TA), Benefits and uses of Transactional Analysis.		
Meaning and Nature of Organization Culture - Functions of Organization		

Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.	
Unit III: Leadership , Stress Management & Conflict Resolution :	
Leadership – types – theories (Trait, managerial) organization development – communication – communication network –counseling and guidance. Perception – Process of perception , Factors influencing Perception, Perception and OB, – Personality- Attitude – Development of Attitude and Values Stress: Definition and Meaning , Sources of Stress, Types of Stress, Impact of Stress on Organizations, Stress Management Techniques Organizational Conflict: Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches Individual &Organizational Learning: Learning Processes, Kolb’s Learning Styles, How to create a learning organization.	12
Unit IV: Emotional Intelligence in OB	
Emotional Intelligence: Fundamentals of Emotional Intelligence in OB , The Emotional Competence Framework, Benefits of Emotional Intelligence, Personality & EQ Nature and Meaning of Emotions - Characteristics of Emotions, Theories of Emotions, Emotions in the Context of OB, role of emotions. Improving Effectiveness: Understanding Organizational goals, Creativity, Optimizing resources, Execution Skills (PDCA Cycle)	12
Unit V : Human Resource Management	12

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<p>HRM Concepts, Human Capital – Meaning, Importance to organization.</p> <p>Internal structure of HR Department, Factors affecting HRM, Aligning HRM and Organizational Strategy, Performance Appraisal Techniques, HRIS, Role of IT in HRM, Ethical Issues in HRM, Trends in HRM, Case studies.</p>	
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Title	Author(s)	Publisher
TEXT BOOKS:		
Organisational behavior	Schermerhorn, Hunt and Osborn	John Wiley
Understanding Organisational Behaviour	Pareek	Oxford Higher Education
Organisational Behaviour	Mc Shane & Von Glinov	Tata Mc Graw Hill
REFERENCE BOOKS:		
Organisational Behavior	Hellrigal, Slocum and Woodman	Cengage Learning
Organisational Behaviour & Management	Ivancevich, Konopaske & Maheson	Tata McGraw Hill
Fundamentals Organisational Behaviour(Indian Edition)	Hellrigal, Slocum and Woodman	Cengage Learning
Organisational Behaviour	Griffin, Ricky W	Houghton Mifflin Co., Boston.
Management of Organisational Behaviour: Utilising Human Resources	Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson	Prentice Hall, New Delhi.

3. RESEARCH METHODOLOGY

Program: M.Com(Business Management)				Semester: I	
Course: Research Methodology				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment and Evaluation (CAE) (Marks - 25)	Term End Examinations (TEE) (Marks- 75 in Question Paper)
06	-	-	06	25	75
Learning Objectives:					
<p>8. To analyze the basic framework of research process.</p> <p>9. To examine the various research designs and techniques.</p> <p>10. To evaluate the literature review and sources of data collection.</p> <p>11. To experiment with various research tools and techniques</p> <p>12. To appraise the ethical dimensions of conducting applied research.</p>					
Learning Outcomes:					
Learner would be able to:					
CO 1: Understand the basics of Research and the Research process.					
CO2: Apply various statistical tools and techniques in the preparation of Research Papers and Reports					
CO3: Design a comprehensive Research Report					
Outline of Syllabus: (per session plan)					
Unit	Descriptions				No of Hours
1	Introduction to Research				12
2	Research Design				12
3	Data Collection and Processing				12
4	Analysis and Interpretation of Data				12
5	Report Writing				12

Course Code	Title	CREDIT 6
	RESEARCH METHODOLOGY	No of Hours
Unit I: Introduction to Research		12
<ol style="list-style-type: none"> 1. Meaning of research, Types of research- Exploratory research, Conclusive research; The process of research. 2. Research applications in social and business sciences, Features of a Good research study. 3. Defining the Research problem, Management Decision Problem vs Management Research Problem. 4. Problem identification process, Components of the research problem. 5. Importance of literature review in defining a problem, literature review- primary and secondary sources, reviews, monograph, patents, research databases, SEARCH techniques 6. Systematic Literature search, web as a source, searching the web 7. Writing a research proposal- Contents of a research proposal and types of research proposals. 8. Formulating the research hypothesis- Types of Research Hypothesis. 		
Unit II: Research Design		12
<ol style="list-style-type: none"> 1. Meaning of Research Designs, Nature and Classification of Research Designs. 2. Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions. 3. Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Research Designs, Errors affecting Research Design. 4. Sampling concepts: Sample vs Census, Sampling vs Non-Sampling error, Sampling Design: Probability and Non-Probability Sampling Design. 5. Determination of Sample size: Sample size for estimating population mean, Determination of sample size for estimating the population proportion 		
Unit III: Data Collection and Processing		12

<p>1.Tools for Data Collection; Methodology filters; Collection of Primary Data and Secondary Data; Collection of Data through Questionnaire and Schedule, Types of Questionnaires, Process of Questionnaire Designing, How to formulate query: PICO</p> <p>2. Advantages and Disadvantages of Questionnaire Method, Observation method, Focus Group Discussion, Personal Interview method, Case Study Method.</p> <p>3. Data Editing- Field Editing, Centralized in house editing.</p> <p>4.Coding- Coding Closed ended structured Questions, Coding open ended structured Questions.</p> <p>5.Classification and Tabulation of Data.</p> <p>6.Graphical Presentation of Data.</p>	
Unit IV: Analysis and Interpretation of Data	
<p>1. Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data.</p> <p>2. Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions,</p> <p>3. Measures of Central Tendency, Measures of Dispersion, Descriptive Analysis of Bivariate data.</p> <p>4. Concepts in Testing of Hypothesis: null and alternate hypothesis</p> <p style="padding-left: 40px;">Type-I and type-II errors;Level of significance;Power of test;P value;Steps in testing of hypothesis</p> <p>5. Test Statistic for testing hypothesis about population mean, Tests concerning Means- the case of single population. Tests for Difference between two population means, Tests concerning population proportion- the case of single population, Tests for difference between two population proportions.</p> <p>6. Chi square test for the Goodness of Fit, Chi square test for the independence of variables, Chi square test for the equality of more than two population proportions.</p> <p>7. Completely randomized design in a one-way ANOVA; Randomized block design in two-way ANOVA; Factorial design.</p>	12

<p>8. Computer and its role in research, Introduction of statistical software SPSS, GRETL etc in research.</p>	
Unit V : Report Writing	
<ol style="list-style-type: none"> 1. Types of research reports – Brief reports and Detailed reports 2. Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; 3. Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations. 4. Types of Reports, Mechanics of Writing a Research Report, Precautions for Writing Research Reports. 5. Citation Styles 6. Reference management the softwares - Mendeley, Zotero 7. Concept and design of research paper, citation, and acknowledgement, plagiarism. 8. Meaning of Research Ethics; Responsibility of ethics in research; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; authorship issues, plagiarism. 	12

Suggested Readings:

TEXT BOOKS:

1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002. An introduction to Research Methodology, RBSA Publishers.
2. Kothari, C.R., 1990. Research Methodology: Methods and Techniques. New Age International. 418p.
3. Sinha, S.C. and Dhiman, A.K., 2002. Research Methodology, Ess Ess Publications. 2 volumes.

REFERENCE BOOKS:

4. Trochim, W.M.K., 2005. Research Methods: the concise knowledge base, Atomic Dog Publishing. 270p.
5. Wadehra, B.L. 2000. Law relating to patents, trade marks, copyright designs and geographical

indications. Universal Law Publishing.

4 COMPUTER APPLICATIONS IN BUSINESS

Program: M.Com (BUSINESS MANAGEMENT)				Semester: I	
Course: Computer Applications in Business				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	3	NA	6	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To familiarize with the concept of Advanced Spreadsheet functionalities 2. To familiarize with Enterprise Resource Planning Systems concepts 3. To familiarize with Tally ERP for accounting and taxation purposes. 4. To equip students with the skill of using software packages like 'R' for statistical applications 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: To work with of Advanced Spreadsheet functionalities					
CO2: Know concepts of Enterprise Resource Planning Systems					
CO3: Use Tally ERP for accounting and taxation purposes.					
CO4: Use functions of R for statistical applications and process large datasets.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Advanced Spreadsheet				12
2	Enterprise Resource Planning Systems, Taxation with Tally ERP 9				12
3	Introduction to R, R objects, Basis statistical functions in R				12
4	Graphs and Diagrams in R, Statistical Distributions with R				12
5	Correlation and Regression with R, Hypothesis Testing with R, Analysis of variance with R				12
	Total				60
PRACTICALS					

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Modules	Topics	No. of Hours
1	Advanced Excel: Pivot table implementation	
2	Advanced Excel: i. Inserting of spreadsheet sheet in a word document and modifying it ii. Inserting of linked chart and graphic in a spreadsheet.	
3	Tally: Accounting with Tally ERP	
4	Tally: Taxation with Tally ERP	
5	R functions implementation for i. Data entry using, functions, c(), scan () ii. Creating vectors iii. Mathematical Operations: ** +/-/*// ^, exp, log, log10	
6	R functions implementation for data frame, matrix operations, rep(), seq(), split()	
7	R functions implementation for Arithmetic Mean, Mode, Median, Range and Coefficient of Range, Quartile Deviation and Coefficient of Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation	
8	R functions implementation for Simple bar diagram, Multiple bar diagram, Subdivided bar diagram, Pie-chart, Histogram, Frequency Polygon, Frequency curve, Box-plot, Rod or Spike Plot, Stem and Leaf Plot, Ogive Curve	
9	R functions implementation for Population and Sample, Simple Random Sampling, Stratified Random Sampling, Systematic Sampling	
10	R functions implementation for Binomial Distribution, Poisson Distribution, Normal Distribution, t-distribution, chi-square distribution	
11	R functions implementation for Simple Linear Regression, Scatter plot, Multiple Linear Regression	
12	R functions implementation for Large Sample Tests, Small Sample Tests	
13	R functions implementation for One-way and Two-way ANOVA	

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Module 1	Advanced Spreadsheet:	12
	Pivot Table, Advanced formulae, Lookups, Macros, Working with other programmes, Inserting a spreadsheet sheet in word document, modifying an inserted spreadsheet, Inserting a linked chart in a Word Document, Inserting graphic in a spreadsheet.	
Module 2	Enterprise Resource Planning Systems, Taxation with Tally ERP 9	12
	<p>Introduction : Enterprise Resource Planning – ERP Supply chain Management- SCM Customer Relationship Management- CRM Sales Force Automation- SFA</p> <p>Tally ERP 9 (with GST): Tally Introduction, Accounts Information- Ledgers, Groups. Inventory Information- Stock Groups, Stock Items, Units of Measure. Accounting Vouchers- Receipts Vouchers, Payment Vouchers, Purchase Vouchers. Sales Vouchers, Contra Vouchers, Journal Vouchers Debit Note, Credit Note. Date Management- More than one year company creation, Change Period. Discount Management- Cash Discount, Trade Discount, Vouchers Types, Back up, Restore. Display- Trial Balance, Day Book, Account books, Statement of Accounts, Inventory Books Statements of Inventory, Cash/fund flow, Payroll Reports, List of Accounts. Various Types of Company- Traders, Professional, Opening Balance with New Company. Other Options. GST- CGST, SGST, IGST. Printout Management</p>	
Module 3	Introduction to R, R objects, Basis statistical functions in R	12
	<p>The R environment, Working of R, Getting Help in R, Executing commands from a File, Importing Data, Help functions, Packages</p> <p>R objects: Data input/output, variables, vectors, arithmetic functions, array and matrix operations, regular sequences, lists and data frames, Reading data,</p> <p>Basis Statistical functions in R: Arithmetic Mean, Mode, Median, Range and Coefficient of Range, Quartile Deviation and Coefficient of Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation (For Discrete Observations, Ungrouped Frequency Distribution, Grouped Frequency Distribution)</p>	
Module 4	Graphs and Diagrams in R, Statistical Distributions with R	12
	Simple bar diagram, Multiple bar diagram, Subdivided bar diagram, Pie-	

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	<p>chart, Histogram, Frequency Polygon, Frequency curve, Box-plot, Rod or Spike Plot, Stem and Leaf Plot, Ogive Curve</p> <p>Sampling Methods Using R Population and Sample, Simple Random Sampling, Stratified Random Sampling, Systematic Sampling</p> <p>Statistical Distributions with R: Binomial Distribution, Poisson Distribution, Normal Distribution, t-distribution, chi-square distribution</p>	
Module 5	Correlation and Regression with R, Hypothesis Testing with R, Analysis of variance with R	12
	<p>Types of Correlation, Simple Linear Regression, Scatter plot, Regression Diagnostics by Graphical Method, Multiple Linear Regression</p> <p>Hypothesis Resting with R: Large Sample Tests, Small Sample Tests</p> <p>Analysis of variance with R: One way ANOVA, Two way ANOVA</p>	

Suggested Readings:

TEXT BOOKS:

1. John Walkenbach, "Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource", Wiley Publications
2. Wayne L. Winston, "Microsoft Excel 2016 - Data Analysis and Business Modeling", PHI Learning Private Limited

REFERENCE BOOKS:

3. Alexis Leon, "ERP", by McGraw Hill Education; Third edition
4. Asok K. Nadhani, "Tally ERP 9 Training Guide" - BPB Publications; Fourth edition Wayne W. Daneil, Chad L. Cross, "Biostatistics A Foundation for Analysis in Health Science", 10th Edition, Wiley Publications
5. W.N. Venables, D.M. Smith and the R Core Team, An Introduction to R, Notes on R, URL: <https://cran.r-project.org/doc/manuals/r-release/R-intro.pdf>
6. P. Dalgaard, Introductory Statistics with R, Springer



Shri Vile Parle Kelavani Mandal's
**MITHIBAI COLLEGE OF ARTS, CHAUHAN INSTITUTE OF
SCIENCE &
AMRUTBEN JIVANLAL COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS)**

*NAAC Reaccredited 'A' grade, CGPA: 3.57,
Granted under RUSA, FIST-DST & -Star College Scheme of DBT,
Government of India, Best College, University of Mumbai (2016-17)*

Affiliated to the
UNIVERSITY OF MUMBAI

**Program: MASTER OF COMMERCE (BUSINESS
MANAGEMENT)**

SEMESTER - II

**Choice Based Credit System (CBCS) with effect from
Academic Year (2021-22)**

1. CORPORATE FINANCE

Program: M.Com (Business Management)				Semester: II	
Course: Corporate Finance				Course Code:	
Teaching Scheme			Evaluation Scheme		
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment and Evaluation (CAE) (Marks - 25)	Term End Examinations (TEE) (Marks- 75 in Question Paper)
06	-	-	06	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To develop an understanding of various financial decisions in an organization 2. To enable the learners to understand, develop and apply the techniques of investment in the financial decision making in the business corporates 3. To enhance the abilities of learners to understand the role of dividend policy and decisions in business 					
Learning Outcomes:					
Learner would be able to:					
CO 1: Understand how corporate finance helps business organizations to decide their objectives and work towards it					
CO2: Understand the relevance of various concepts in corporate finance to business organizations Application of the learnings related to various concepts in corporate finance for efficient decision making in a corporate set up					
Outline of Syllabus: (per session plan)					
Unit	Description				No of Hours
1	Overview of Corporate Finance, Time Value of Money and Bond Valuation				12
2	Sources of Finance				12

3	Investment Decisions: Working Capital Management	12
4	Investment Decisions: Capital Budgeting	12
5	Financing Decisions & Dividend Decisions	12
Course Code	Title	CREDIT 6
	CORPORATE FINANCE	No of Hours
Unit I: Overview of Corporate Finance, Time Value of Money and Bond Valuation		12
Introduction: Meaning, Importance, Scope, Objectives, Profit v/s Value Maximization Time Value of Money: Meaning, Present Value, Annuity, Techniques of Discounting, Techniques of Compounding Bond Valuation and YTM: Basic Terms, Bond Risks and Bond Duration, Bond Pricing Theorems, Basic Bond Valuation Model and YTM		
Unit II: Sources of Finance		
Introduction: Need of Finance and Sources: Long Term, Medium Term, Short Term Long Term Sources of Finance: Equity Capital; Preference share capital Retained Earning Debentures or Bonds; Loans from Financial Institutions / Banks Short Term Sources of Finance: Trade Credit Accrued Expenses and Deferred Income Advances from Customers Commercial Papers Bank Advances: Loans, O/D, Clean O/Ds, Cash Credit, Advances against goods, Bills Purchased, Discounted, Advances against documents of title of goods, Advances against supply of bills, Term Loans Inter Corporate Deposits Certificate of Deposits Public Deposits Alternative Sources of Finance: Lease Financing, Crowdfunding, Venture Capital Financing, Angel Funding and so on		12
Unit III: Investment Decisions: Working Capital Management		12

<p>Introduction: Meaning, Concepts and policies of working capital Management; Operating or working capital cycle; Management of components of working capital</p> <p>Cash Management: Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities; and Cash Management Practices in India.</p> <p>Receivable Management: Introduction; Objectives; Credit Policies; Credit Terms; and Collection Policies.</p> <p>Inventory Management: Introduction; Objectives; Inventory Control Techniques</p>	
<p>Unit IV: Investment Decisions: Capital Budgeting</p> <p>Introduction Capital Budgeting Process Project Classification and Investment Criteria, Techniques of Capital Budgeting – NPV, Benefit Cost Ratio, Internal Rate of Return, Payback Period, Discounted Payback Period Project Selection Under Capital Rationing</p>	12
<p>Unit V: Financing & Dividend Decisions</p> <p>Capital Structure Decision Meaning, Choice of Capital Structure, Importance, Optimal Capital Structure, EBIT-EPS Analysis, Cost of Capital, Capital Structure and Market Price of Share, Capital Structure Theories, Business Risk and Financial Risk, Types of Leverage</p> <p>Dividend Decisions Need and Importance, Formulation, Legal and Procedural Aspects; Dividend Policy and Dividend Decision Models: Walter, Gordon and MM Model</p>	12

Suggested Readings:		
Title	Author(s)	
Financial Management	Prasanna Chandra	Text book
Cost Accounting and Financial Management	Ravi M.Kishore	Text book
Management Accounting	S.N.Maheshwari	Reference book
Financial Management	Khan and Jain	Reference book

2. E-COMMERCE & DIGITAL MARKETING

Program: M.Com (Business Management)				Semester: I	
Course: E-Commerce & Digital Marketing				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment and Evaluation (CAE) (Marks - 25)	Term End Examinations (TEE) (Marks- 75 in Question Paper)
06	-	-	06	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To provide an overview of the E-Commerce industry, Digital marketing and Social Media Marketing • To enable the understanding of the growing importance of digital marketing in the current business environment and integrating it with traditional marketing • To know about the careers in E-Commerce and Digital Marketing • To comprehend the various business models, frameworks and techniques of E-Commerce and Digital Marketing • To evaluate the various influencing business in the E-Commerce industry and mediums of Digital and Social Media Marketing • To review real life cases of Digital Marketing campaigns • To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce and Digital Marketing • To recognize the progression of E-Commerce and Digital Marketing considering the challenges faced and the studying the future trends 					
Learning Outcomes:					
Learner would be able to,					
CO1: Understand the emerging world of E-Commerce and Digital Marketing					
CO2: Classify business models in E-Commerce and comprehend frameworks and technical aspects of Digital Marketing					
CO 3: Analyzing influencing businesses in E-Commerce and mediums of Digital and Social Media Marketing					
CO4: Evaluating privacy and legal concerns facing the E-Commerce industry and the field of Digital Marketing					
CO5: To determine the strategies of E-Commerce and Digital Marketing considering the challenges faced and the studying the future trends					

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College of Commerce & Economics (AUTONOMOUS)**

CO 6: Designing Digital Marketing campaigns to serve marketing objectives		
Outline of Syllabus: (per session plan)		
Unit	Description	No of Hours
1	Overview	12
2	Business Models and Frameworks	12
3	Businesses and Cases	12
4	Analytics and Regulatory Environment	12
5	Challenges and Future prospects	12
Course Code	Title	CREDIT 6
	E-COMMERCE & DIGITAL MARKETING	No of Hours
Unit I: Overview		09
1. Overview of E-Commerce Industry – Definition, Evolution, Scope, Growth, Market Size.		
2. Overview of Digital Marketing industry – Definition, Evolution, Growth in recent times, the digital customer, STP in Digital marketing with online customer persona design		
3. Overview of Social Media Marketing – Definition, Evolution, Growth		
4. Careers – in E-Commerce, in Digital Marketing		
Unit II: Business Models and Frameworks		15
1. Business Models of E-Commerce - Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G), Customer to Customer (C2C), Aggregation		
2. E-Commerce Sales Product Life Cycle (ESLC) Model		
3. Online revenue models in digital marketing		
4. Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.		
5. E-Payment systems - Debit Card, Credit Card, Smart Card, Mobile-wallet and Electronic Fund Transfers		
6. Search marketing - SEM, SEO, POEM (Paid, Owned, Earned Media)		

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<ol style="list-style-type: none"> 7. Digital marketing Advertising tools - Google Adwords, Google Adsense, Facebook Ads 8. Content Marketing, User-generated Content and Influencer Marketing 9. Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. 10. Concept of ZMOT/FMOT/SMOT/TMOT in Digital marketing 11. Basics of Website design 	
<p>Unit III: Businesses and Cases</p>	
<ol style="list-style-type: none"> 1. E-Commerce Business – Covering the start, growth, impact and future of biggest E-Commerce companies – Amazon, Alibaba, Flipkart, JioMart, Paytm, IRCTC 2. Social Media Platforms – Facebook, Instagram, Twitter, Youtube, LinkedIn, Pinterest, Whatsapp 3. Cases of integrated digital marketing campaigns 4. Best practices in Digital Marketing 	<p>12</p>
<p>Unit IV: Analytics and Regulatory Environment</p>	
<ol style="list-style-type: none"> 1. Marketing Analytics 2. Evaluating Digital Marketing Campaigns 3. Legal and ethical aspects of E-Commerce 4. Legal and ethical aspects of Digital Marketing and Social Media 	<p>12</p>
<p>Unit V : Challenges and Future prospects</p>	
<p>Challenges faced by</p> <ol style="list-style-type: none"> 1. E-Commerce industry 2. Digital Marketing 3. Social Media Marketing <p>Future prospects of</p> <ol style="list-style-type: none"> 4. E-Commerce industry 5. Digital Marketing 6. Social Media Marketing 	<p>12</p>
<p>Suggested Readings:</p> <p>TEXT BOOKS:</p> <ol style="list-style-type: none"> 1. Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd. 2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley. 3. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI <p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 4. Dave Chaffey, Fiona Ellis-Chadwick · 2019 "Digital Marketing", Pearson 5. Simon Kingsnorth, "Digital Marketing Strategy: An Integrated Approach to Online Marketing", Kogan Page 6. Philip Kotler, "Marketing 4.0: Moving from Traditional to Digital" Wiley 	

3. BUSINESS ETHICS & CORPORATE GOVERNANCE

Program: M.Com (Business Management)				Semester: II	
Course: Business Ethics and Corporate Governance				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment and Evaluation (CAE) (Marks - 25)	Term End Examinations (TEE) (Marks- 75 in Question Paper)
06	-	-	06	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To determine and apply the concept of Business ethics in key business decisions. 2. To analyze the theories on Ethics and the role of Ethics in various managerial areas. 3. To appraise the concept and importance of Corporate Governance in businesses. 4. To evaluate the legal and regulatory framework of Corporate Governance. 					
Learning Outcomes:					
Learner would be able:					
CO 1: To analyze the sensitivity of ethical responsibility					
CO2: To encourage individuals and organizations towards ethical behaviour					
CO3 : To identify ethical dilemmas and apply ethical theories					
CO4 : To be able to evaluate the legal and regulatory framework of Corporate Governance					
Outline of Syllabus: (per session plan)					
Unit	Description				No of Hours
1	An Overview of Business Ethics				12
2	Ethics Theories and Dilemmas				12
3	Ethics in Management and Corporate Frauds: Case Studies				12
4	Conceptual Framework of Corporate Governance				12

5	Legal and Regulatory Framework of Corporate Governance	12
Course Code	Title	CREDIT 6
	BUSINESS ETHICS AND CORPORATE GOVERNANCE	No of Hours
Unit I: An Overview of Business Ethics		
<ul style="list-style-type: none"> • Definition and Concept of Ethics, Morals and Values; Ethics and Indian Ethos; Indian Ethos and Games • Business Ethics; Characteristics of Business Ethics; Need and Importance of Business Ethics; Sources of Business Ethics; Causes of Unethical Behavior and Ethical Abuses • Guidelines for developing Code of Ethics; Cost of Ethics in Corporate Ethics Evaluation; Ethics and Profitability; Ethics Committee; Work ethics; Public Good 		12
Unit II: Ethics Theories and Dilemmas		
<ul style="list-style-type: none"> • Ethical Theories: Deontological Theory, Teleological Theory, Utilitarian Theory, Virtue Theory, Modern Virtue Theory, Justice Theory, Theory of Egoism, Theory of Relativism, Friedman's Economic Theory, Gandhian Approach in Management and Trusteeship in Modern Business • Ethics Analysis: Hosmer Model Ethical Dilemmas in Business, Right versus Right and Right versus Wrong Ethical Dilemma, Concepts like – Conflict of Interest, Self - Serving Bias, Moral Equilibrium 		12
Unit III: Ethics in Management and Corporate Frauds: Case Studies		
<ul style="list-style-type: none"> • Marketing and Advertising • Production • Finance and Accounting and so on <p>Ethics for Managers: Comparative Ethical Behaviour of Managers Impact of Ethics on Competitive Business Strategy Role of International Trade and Business Organizations in developing Business Ethics Ethical Issues in the Indian Context and Case Studies with special emphasis on corporate frauds:</p>		12

<ul style="list-style-type: none"> • Accounting Frauds • Bank Frauds • Employee Frauds • Preventive Measures adopted to Curb Frauds 	
<ul style="list-style-type: none"> • Unit IV: Conceptual Framework of Corporate Governance 	
<ul style="list-style-type: none"> • Conceptual Framework of Corporate Governance • Meaning and features of Corporate Governance; Evolution of Corporate governance; Principles of Corporate Governance; Importance of Corporate Governance; Elements of Good Corporate Governance • Theories and Models of Corporate Governance; Green Governance/ E-Governance; Shareholder Activism • Failure of Corporate Governance in India-Consequences; Case Studies with lessons learnt 	12
<ul style="list-style-type: none"> • Unit V: Legal and Regulatory Framework of Corporate Governance 	
<ul style="list-style-type: none"> • Structure and Development of Corporate Boards; Changing Roles of Corporate Boards • Audit Committee; Future of Governance-Innovative Practices • Role of Independent Directors: Role of corporate governance in Protecting Stakeholders, Employees, and consumers • Regulatory Framework of Corporate Governance in India; SEBI Guidelines and Clause 49; Kumar Mangalam Birla Committee Report and Cadbury Committee Report; Reforms in the Companies Act, 2013; Corporate Governance in PSU and Banks 	12

Suggested Readings:

TEXT BOOKS:

1. C.S.V. Murthy , “Business Ethics Text and Cases; Himalaya Publishing House
2. Laura P.Hartman Joe Desjardins, Business Ethics, McHill Education
3. Laura Tome Hosmer ; The Ethics of Management, Richard D.Irwin Inc

REFERENCE BOOKS:

4. W.H.Shaw Business Ethics; Cengage Learning
5. S.A.Sherlekar, “Ethics in Management”, Himalaya Publishing House
6. Mallin, Christine A , Corporate (Indian Edition), Oxford University Press, New Delhi
7. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.

4. PROJECT WORK – I (INTERNSHIP BASED)

Program: M.Com. (BUSINESS MANAGEMENT)				Semester : II	
Course : Project Work - I				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment and Evaluation (CAE) (Marks – 25 in internal viva voce)	Term End Examinations (TEE) (Marks- 75 in external viva voce)
-	-	-	06	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To document, structure and present the learnings from the internship. • To apply the theories into the practical world. • To recommend improvements in the workplace and the systems to companies where the Learner did her/his Internship 					
Learning Outcomes:					
After completion of the course, students would be able to:					
<p>CO1: Create a summary report of project undertaken</p> <p>CO2: Understand the connection between theory and practice</p> <p>CO3: Understand the on ground realities of workings of companies.</p>					
Information about the project report					
Sr. No	Descriptions				
1	Project based on minimum 30 working days & 180 Hours of Internship with an Organisation/NGO/Charitable Organisation (as per chosen specialization in the current/same A.Y.)				
2	Report submission of minimum 60 pages.				

3	Experience certificate to be attached in the Report
4	<p>Topics to be covered in the report –</p> <ul style="list-style-type: none"> a. Organisation: Why it was selected, Work Culture, What type of Organisation, Organisation Structure, Types of products & Services offered by organisation b. Learning Objectives c. Work done by the student- Department, product handled, timing d. Application of theories during the internship tenure: <ul style="list-style-type: none"> i. Indicative theories: (Management, Marketing, HRM, Ethics, Governance, Analytics Etc.) e. Departments visited & his/her observations about those departments. f. Learner's experience and whether he feels those objectives have been achieved. g. Skills Developed by the learner during the internship h. Contributions and achievements during the internship to be highlighted (if any)
<p>Details of Assessment (CA)-</p> <p>75 Marks External examiners- (50 marks for report + 25 marks for Viva & Presentation). 25 Marks Internal examiners-(20 marks for report + 05 marks for Viva & Presentation).</p> <p>*Weekly Attendance report submission signed and approved by the Employer/HR is mandatory.</p>	

Signature
(Concerned Faculty/HOD)

Signature
Vice Principal

Signature
(Principal)