

SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben Jivanlal  
College of Commerce & Economics (AUTONOMOUS)



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**

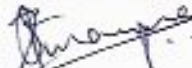
**Program: MASTER OF COMMERCE (BUSINESS  
MANAGEMENT) PART - II**

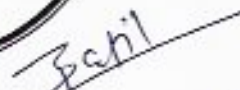
**DETAILED SYLLABUS**

*(To be implemented from Academic Year- 2022-2023)*

**Choice Based Credit System (CBCS) with effect from  
Academic Year (2022-23)**

Ms.   
Shabana Khan  
HOD

  
Swarupa Bhadia  
Page 11  
HOD  
Commerce

  
Dr. Shatnigraha  
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HOD  
Commerce

## PROGRAMME SPECIFIC OUTCOMES

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

**PSO1:** Recognize the importance and relevance of Marketing, HRM, SCM, Business Analytics & Management in today's business world.

**PSO2:** Create and start their own startups and become successful entrepreneurs.

**PSO3:** 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.

**PSO4:** Manage Business thus contributing towards the development of Indian Economy.

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

**PSO6:** Become a Morally and socially responsible person.

**PSO7:** Develop as a good and innovative business 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.

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**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
<b>Component 1 (CA-1) – Theory subjects</b>	Presentations/Project Work/ Research Papers/Assignments Etc.	<b>15 marks</b>
<b>Component 2 (CA-2)</b>	Online Test/Quiz	<b>10 Marks</b>

**b) Details of Semester End Examination**

75% of the total marks per course. Duration of examination will be two and half hours. The below mentioned format or any common format that would be decided by Exam committee for both the colleges.

**QUESTION PAPER FORMAT (For Theory Subjects)**


All Questions are compulsory

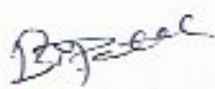
Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.		16
Q2.	Answer any 2 from the following: (Module II) a. b. c.		16
Q3.	Answer any 2 from the following: (Module III) a. b. c.		16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.		16
Q5.	Answer any 2 from the following: (Module V) a. b. c.		11
<b>TOTAL MARKS</b>			<b>75</b>

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**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
<b>TOTAL MARKS</b>			<b>75</b>

  
Ms. Shabana Khan  
HOD

  
Dr. Bharat Patel  
Approved by Vice –Principal

  
Dr. Krutika Desai  
I/c Principal

  
Dr. Shatrughna Patil  
Commerce BOS - Chairperson

**MASTER OF COMMERCE (BUSINESS MANAGEMENT)**


**M.Com - II**

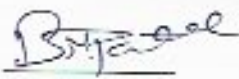
*(To be implemented from Academic Year- 2022-2023)*

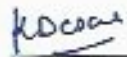
No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>		1	<i>Elective Courses (EC)</i>	
1,2 and 3	*Any one group of courses from the following list of the courses	18	1,2 and 3	**Any one group of courses from the following list of the courses	18
2	<i>Core Course</i>		2	<i>Project Work</i>	
4	INTERNATIONAL ECONOMICS	6	4	PROJECT WORK -II (RESEARCH BASED)	6
	Total Credits	24		Total Credits	24

1	<i>*List of group of Elective Courses (EC) for Semester III (Any Three out of Five)</i>	1	<i>* List of group of Elective Courses (EC) for Semester IV (Any Three out of Five)</i>	
1	ENTREPRENEURSHIP MANAGEMENT *	6	SUPPLY CHAIN MANAGEMENT & LOGISTICS *	6
2	CONSUMER BEHAVIOUR *	6	RETAIL MANAGEMENT *	6
3	INTERNATIONAL BUSINESS*	6	BUSINESS ANALYTICS *	6
4	GLOBAL HRM	6	PUBLIC RELATIONS	6
5	SERVICES MARKETING	6	ORGANISATIONAL DEVELOPMENT	6

\* Elective subjects offered for Part - II in A.Y 2022-23

  
Ms. Shabana Khan  
HOD - Management

  
Dr. Bharat Patel  
Approved by Vice -Principal

  
Dr. Krutika Desai  
I/c Principal

  
Dr. Sharughna Patil  
Commerce BOS - Chairperson

### SEMESTER III

Program: M.Com. (Business Management) - II				Semester: III	
Course: International Economics				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)
6	-	-	6	25	75
<b>Learning Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To introduce the learners to international trade.</li> <li>2. To familiarize the learners with the International Monetary System.</li> <li>3. To enable learners to understand the various commercial policies of international economics.</li> <li>4. To educate the learners regarding the foreign exchange market.</li> <li>5. To familiarize the learners with the recent trends in International Economics.</li> </ol>					
<b>Course Outcomes:</b>					
After completion of the course, students would be able to :					
CO 1: Recall about international trade.					
CO 2: Interpret the International Monetary System.					
CO 3: Differentiate the various commercial policies involved in international economics.					
CO 4: Recognize the working of the foreign exchange market.					
CO 5: Analyze the recent trends in International Economics.					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	Introduction to International Trade				12
2	International Monetary System				12
3	Commercial Policy				12
4	Foreign Exchange Market				12
5	Recent Trends				12
<b>Total</b>					<b>60</b>
<b>Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.</b>					

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UNITS/MODULES	TOPICS	NO. OF HOURS
Module 1	<b>Introduction to International Economics</b>	12
	<p><b>Introduction</b></p> <p>Understanding International Economics: Meaning and Overview of world trade, importance of international trade in economic development</p> <p><b>Theories of International Trade</b></p> <p>Neo-classical Trade theory: Ricardian Model. Modern Trade Theories: Heckscher-Ohlin theory: Rybczynski and Stolper-Samuelson theorems; Heckscher-Ohlin theorem; factor price equalisation -the Krugman model.</p>	
Module 2	<b>International Monetary System</b>	12
	<p><b>International Monetary System</b></p> <p>Evolution of the International Monetary System; Types of exchange rate systems in the world</p> <p><b>International economic institutions</b></p> <p>IMF, World Bank, UNCTAD; International money and capital markets.</p> <p><b>Balance of Payment</b></p> <p>Components of BOP: Current Account, Capital account, Official reserve account; Disequilibrium in BOP; Correction of disequilibrium. BOP adjustments through monetary and fiscal policies -The Mundell-Fleming model - Devaluation, revaluation as expenditure switching policies - effectiveness of devaluation and J - curve effect</p>	
Module 3	<b>International Trade Policies</b>	12
	<p><b>Trade Policy</b></p> <p>Instruments of trade policy; political economy of trade policy; controversies</p>	

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	<p>in trade policy.</p> <p><b>Trade Blocs</b>                      Meaning, Types, Case –studies: SAARC, MERCUSOR, COMESA, LAIA, SADC and NAFTA, WTO Vs. Trade Blocs. European Union and BREXIT, India – EU Relations.                      The next Battleground for Trade: India Vs. China for engagement with Africa.</p>	
<b>Module 4</b>	<b>International Capital Flows</b>	<b>12</b>
	<p><b>International capital flows</b>                      Trends, motives types and effects on BOP: The role of finance in the globalised economy: Developed Vs. Developing World .Global economic instability and crisis: The 2008 global economic crisis – prelude, proximate and long term causes; possibility of recurring crises</p> <p><b>International labour migration</b>                      Trends, motives and effects on BOP</p>	
<b>Module 5</b>	<b>Recent Trends</b>	<b>12</b>
	<p><b>Recent Trends in Global Trade</b>                      Contentious issues – Agriculture and Market Access, Trade and Environmental issues, Dispute Settlement Mechanism, Trade Wars between Developed and Developing Countries, Devaluation of currency and its effect on trade</p> <p><b>International Factor Movements</b>                      Movement of labour between countries – Trends in Migration, International capital movements – Role and impact of foreign capital, Types and factors, Role of MNCs, Changing role of the IMF in the emerging international scenario.</p>	



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**Suggested Readings:**

**Essential Readings:**

1. Indian Economy : Misra and Puri
2. Dominick Slavatore - International Economics
3. Salvatore, D. (2013). International Economics. John Wiley & Sons

**Supplementary Readings:**

1. Soderstrom, Bo (1991), International Economics, The Macmillan Press Ltd London
2. Mithani D.M. (1997), International Economics, Himalaya publishing House, Mumbai
3. Lobo Radhika (2003), Southeast Asian Crisis: An Economic Analysis, Serials Publication, Delhi
4. International Economics: Theory and Policy (9th Edition) [Hardcover] Paul R. Krugman (Author), Maurice Obstfeld, Pearson Education, 2008.
5. International Economics, Robert C. Foenstra & Alan M. Taylor, Wath Publishers, USA.
6. Labour Movement: How Migration Regulates Labor Markets Author: Harald Bauder Publisher: Oxford University Press Inc, USA, 2006.

**TEACHING METHODOLOGY TO BE USED:**

1. Theoretical presentations
2. Case study
3. Classroom discussions
4. Video presentations

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Program: M.Com. (Business Management) - II				Semester: III	
Course: Entrepreneurship Management				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)
6	-	-	6	25	75
<b>Learning Objectives:</b> 1.To familiarize the learners with entrepreneurship basics, types, and theories of entrepreneurship. 2.To provide an insight into entrepreneurial environment and contemporary dimensions of entrepreneurship. 3.To give deeper understanding of the challenges in entrepreneurial venture development. 4.To develop skills to design effective business plan and project report. 5.To acquaint the learners with the institutions and schemes for entrepreneurship development.					
<b>Course Outcomes:</b> After completion of the course, students would be able to: <b>CO 1:</b> Identify the types of entrepreneurs and practical application of theories. <b>CO 2:</b> Analyse the challenges of entrepreneurial environment and dimensions of entrepreneurship. <b>CO 3:</b> Comprehend financial analysis and recent marketing strategies for developing entrepreneurial venture. <b>CO 4:</b> Develop and present business plan and project report. <b>CO 5:</b> Recognise various institutions and incentives for entrepreneurship development.					
<b>Outline of Syllabus: (per session plan)</b>					
Module	Descriptions				No of Hours
1	Paradigm of Entrepreneurship				12
2	Entrepreneurial Environment and Contemporary Dimensions of Entrepreneurship				12
3	Entrepreneurial Venture Development				12
4	Entrepreneurial Project Analysis and Business Plan Development				12
5	Institutions and Schemes in Aid of Entrepreneurship Development				12
<b>Total</b>					<b>60</b>
<b>Note:</b> Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.					

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UNIT/MODULE	TOPICS	NO. OF HOURS
<b>Module 1</b>	<b><u>Paradigm of Entrepreneurship</u></b>	<b>12</b>
	<p>a) Concept of Entrepreneurship -Meaning, Characteristics of Entrepreneurs, Types of Entrepreneurs - Imitative, Incubative, Acquisitive, Fabian, Portfolio, Serial, Administrative, Early Starter, First Generation</p> <p>b) Theories of Entrepreneurship - Innovation Theory of Entrepreneurship, Theory of High Achievement, X-Efficiency Theory, Theory of Profit, Theory of Social Change, Theory of Change and Opportunity, Sociological Theory of Entrepreneurship</p> <p>c) Entrepreneurial Culture - Elements of Entrepreneurial Culture, Entrepreneurial v/s Administrative Culture, Entrepreneurial Life Cycle</p>	
<b>Module 2</b>	<b>Entrepreneurial Environment and Contemporary Dimensions of Entrepreneurship</b>	<b>12</b>
	<p>a) Scanning of Entrepreneurial Environment – Factors determining entrepreneurial environment, SWOC Analysis</p> <p>b) Dimensions of Entrepreneurship - Women Entrepreneurship, Social Entrepreneurship, Rural Entrepreneurship, Corporate Entrepreneurship (Intrapreneurship)</p> <p>c) Challenges of Entrepreneurship - Entrepreneurial Ethics and Social Responsibility, Entrepreneurial Problems in Domestic and Global Context</p>	
<b>Module 3</b>	<b>Entrepreneurial Venture Development</b>	<b>12</b>
	<p>a) Financial Analysis - Sources of Finance, Ratio Analysis, Optional financing strategies – Crowdfunding, Venture Capital, Angel Investors, Peer to Peer Lending</p> <p>b) Production Analysis – Process of Procurement, Suppliers Relationship Management (SRM), Quality Considerations</p> <p>c) Marketing Analysis - Market Entry Strategies, Recent Trends in</p>	

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	Distribution (Horizontal Marketing System, Third Party Delivery Channel, Multi- Channel Marketing, Multi-Level Marketing, Vertical Marketing System)	
<b>Module 4</b>	<b>Entrepreneurial Project Analysis and Business Plan Development</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>a) Business Idea Generation- Sources and Elements, Designing and Presentation of Business Plan, Business Plan Format</li> <li>b) Concept of Project - Classification of Project, Project Cycle, Project Feasibility Analysis</li> <li>c) Project Design and Network Analysis – Program Evaluation and Review Technique (PERT) and Critical Path Analysis (CPM)</li> </ul>	
<b>Module 5</b>	<b>Institutions And Schemes in Aid of Entrepreneurship Development</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>a) Institutions - The National Institute for Entrepreneurship and Small Business Development (NIESBUD), National Alliance of young Entrepreneurs, Entrepreneurship Development Institute of India (EDII), National Science and Technology Entrepreneurship Development Board (NSTEBD), Indian Institute of Entrepreneurship (IIE)</li> <li>b) Types of Assistance and Incentives -Fiscal, Financial, Promotional, Marketing, and Organizational, NPSD - National Policy for Skill Development and Entrepreneurship, 2015</li> <li>c) Government Schemes – Start Up India, Make - in - India, Atal Innovation Mission, STEP, JAM, STAND-UP India, TREAD, ASPIRE, Etc.</li> </ul>	

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**SUGGESTED READINGS:**

<b>Essential Readings:</b>		
<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Entrepreneurship	Rajeev Roy	Oxford university Press
The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House
Entrepreneurship	Michael Peters	Tata McGraw Hill Pvt. Ltd.
Entrepreneurship Development	N. P Srinivasan	Sultan Chand & Sons

<b>Supplementary Readings:</b>		
<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Entrepreneurship Development and Project Management (Text and Cases)	Neeta Baporikar	Himalaya Publishing House
Entrepreneurship Development and Project Management	Lipika K. Guliani and R.K. Gupta	Himalaya Publishing House
Entrepreneurship Development (Text and Cases)	B. Janakiraman and M. Rizwana	Excel Books
Entrepreneurship Development	E. Gordon and Natarajan	Himalaya Publishing House
Effective Entrepreneurial Management	Robert D. Hirsch and Veland Ramdani	Springer International Publishing
Entrepreneurship Development in India	C.B. Gupta	S Chand

**TEACHING METHODOLOGY TO BE USED:**

- 1.Lecture**
- 2.Power Point Presentation**
- 3.Video Clips**
- 4.Case Studies**
- 5.Role Play**
- 6.Group Discussion**
- 7.Guest Lecture by Entrepreneurs**
- 8.Quiz**

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<b>Program: M.Com. (Business Management) - II</b>				<b>Semester: III</b>	
<b>Course: CONSUMER BEHAVIOUR</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutorial (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75
<b>Learning Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To equip the learners with basic knowledge about issues and dimensions of Consumer Behaviour</li> <li>2. To enrich the students with a better understanding of consumer attitude and behaviour so that they become effective managers and strategists in the workplace</li> <li>3. To develop an understanding about the consumer decision making process and its applications in marketing function of firms</li> <li>4. To introduce students to the complexities of Consumer Behaviour with specific reference to its dynamics in a globalised world.</li> </ol>					
<b>Course Outcomes:</b>					
CO 1: Demonstrate how knowledge of consumer behaviour can be applied to marketing.					
CO2: Identify and explain factors that influence consumer behaviour					
CO3: Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.					
CO 4: Develop the skill of understanding and analysing consumer information and using it to create consumer-oriented marketing strategies.					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	Understanding Consumer and Markets				12
2	Introduction To Consumer Behaviour				12
3	Individual- Determinants of Consumer Behaviour				12
4	Environmental Determinants of Consumer Behaviour				12
5	Consumer Decision Making Models, Issues and New Trends				12
<b>Total</b>					<b>60</b>
<b>Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.</b>					

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UNITS/ MODULES	TOPICS	NO. OF HOURS
<b>1</b>	<b>Understanding Consumer and Markets</b>	<b>12</b>
	<p><b>Understanding Consumers</b></p> <ul style="list-style-type: none"> <li>• Customer and Consumer – Concept</li> <li>• Types of Consumer (Institutional &amp; Retail)</li> </ul> <p><b>Understanding Markets</b></p> <ul style="list-style-type: none"> <li>• The Marketing Mix</li> <li>• Marketing Strategies – Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps</li> <li>• Market Segmentation – Concept, Bases</li> </ul> <p><b>Analyzing Markets</b></p> <ul style="list-style-type: none"> <li>• Market Analysis: TAM, SAM, SOM Model, Effective Targeting</li> <li>• Product Positioning and Repositioning – Concept, Strategies of Positioning</li> <li>• Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques</li> </ul>	
<b>2</b>	<b>Introduction To Consumer Behaviour</b>	<b>12</b>
	<p><b>Consumer Behaviour</b></p> <ul style="list-style-type: none"> <li>• Consumer Behaviour - Meaning, Features and Importance., Diversity of consumers and their behaviour - Types Of Consumer Behaviour</li> </ul> <p><b>Consumer Profiling</b></p> <ul style="list-style-type: none"> <li>• Profiling the consumer and understanding their needs</li> <li>• Consumer Involvement</li> <li>• Application of Consumer Behaviour knowledge in Marketing</li> <li>• Consumer Decision Making Process and Determinants of Buyer Behaviour, Factors affecting Buyer Behaviour</li> </ul> <p><b>Customer Retention and Customer Loyalty</b></p> <ul style="list-style-type: none"> <li>• Measures of Customer Retention</li> <li>• Customer Loyalty: Importance, Strategies</li> </ul>	
<b>3</b>	<b>Individual Determinants of Consumer Behaviour (MU)</b>	<b>12</b>



	<p><b>Theories Relating to Consumer Behaviour</b></p> <ul style="list-style-type: none"> <li>• Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</li> <li>• Personality – Concept, Nature of personality, Freudian, non – Freudian and Trait Theory</li> <li>• Personality Traits and it's marketing significance</li> <li>• Product Personality and Brand Personification.</li> <li>• The Self and Self – Image – Concept</li> </ul> <p><b>Consumer Perception</b></p> <ul style="list-style-type: none"> <li>• Consumer Perception – Concept, Elements and their role in Consumer Behaviour</li> <li>• Consumer Learning – Concept, Elements, Classical Conditioning, Instrumental Conditioning, Observational Learning, Cognitive Learning</li> </ul> <p><b>Consumer Attitude</b></p> <ul style="list-style-type: none"> <li>• Consumer Attitude Formation and Change</li> </ul>	
<b>4</b>	<b>Environmental Determinants of Consumer Behaviour</b>	<b>12</b>
	<p><b>Personal Determinants</b></p> <ul style="list-style-type: none"> <li>• Family Influences on Buyer Behaviour – Family as a Socialization Agent, Family Decision-Making and Consumption- Related Roles, The Family Life Cycle.</li> <li>• Personal Influence and Diffusion of Innovations, Opinion Leaders and their influence on Consumer Behaviour</li> </ul> <p><b>Group and Social Determinants</b></p> <ul style="list-style-type: none"> <li>• In-group versus Out-group influences, Word of Mouth (WOM), electronic WOM (e-WOM).</li> <li>• Social Class, Its Characteristics and Consumer Behaviour</li> </ul> <p><b>Cultural Determinants and Consumer Research</b></p> <ul style="list-style-type: none"> <li>• Cultural and Subcultural influences on Consumer Behaviour</li> <li>• Consumer Research and Its Significance</li> </ul>	
<b>5</b>	<b>Consumer Decision Making Models, Issues and New Trends</b>	<b>12</b>
	<p><b>Decision Making Models</b></p> <ul style="list-style-type: none"> <li>• Models of Consumer Behaviour: Howard Sheth Model, Engel</li> </ul>	

	<p>Blackwell, Miniard Model, Nicosia Model of Consumer Decision Making</p> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>• Consumerism, Consumer Redress, Consumer Privacy – Concept, Consumer Responsibilities</li> <li>• Marketing Ethics and Social Responsibility</li> </ul> <p><b>New Trends</b></p> <ul style="list-style-type: none"> <li>• E-Buying Behaviour: The E-buyer vis-a-vis the Brick and Mortar buyer, Influence of e-commerce on Consumer Behaviour post Covid – 19 pandemic.</li> <li>• Managing Consumer Dynamics</li> </ul>	
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**SUGGESTED READINGS:**

**Essential Readings:**

1. Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds, Excel Books. ISBN: 978-8174466440
2. Majumdar, Ramanuj (2011) Consumer Behavior. Prentice Hall India. ISBN: 978-8120339637

**Supplementary Readings:**

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson
2. Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson.
3. Max Sutherland and Alice K Sylvester, Advertising and the mind of the consumer, Krogen
4. Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson
5. Nair, Suja R- Consumer Behaviour in Indian Perspective
6. J. F. Engel, R.D. Blackwell, P.W. Miniard, Consumer Behavior, The Dryden Press Edition, 8th, 1995
7. Journal of Consumer Research (available on the following web site: <http://www.proquest.umi.com>)
8. Journal of Marketing Research (available on the following web site: <http://www.proquest.umi.com>) Harvard Business Review

**TEACHING METHODOLOGY TO BE USED:**

1. Lecture
2. PPT
3. Videos
4. Case Studies
5. Group Discussions

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben Jivanlal  
College of Commerce & Economics (AUTONOMOUS)**

<b>Program: M.Com. (Business Management) - II</b>				<b>Semester: III</b>	
<b>Course: International Business</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutori al (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75
<b>Learning Objectives:</b>					
<ol style="list-style-type: none"> <li>1. The purpose of this course is to enable the learners learn nature, scope and structure of International Business, and understand the influence of various environmental factors on International Business operations.</li> <li>2. The aim of this course is to familiarize the learners with the various institutions in aid of International Business.</li> <li>3. The purpose of this course is to enable the learners to get accustomed to the legalities of International Business.</li> <li>4. This course also aims at familiarizing the learners with international marketing.</li> <li>5. The objective of this course is to educate the learners regarding the various import and export formalities involved in International Business.</li> </ol>					
<b>Course Outcomes:</b>					
After completion of the course, students would be able to:					
CO 1: Comprehend the dynamics of International Business environment					
CO 2: Identify the functions and role of various institutions in aid of International Business					
CO 3: Analyze the legalities of International Business					
CO 4: Get familiarized with international marketing					
CO 5: Explain the import and export formalities required in International Business					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	Introduction to International Business				08
2	Institutional Framework of International Business				10
3	Legal Framework of International Business				14
4	International Marketing				14
5	Import and Export Procedures and Requirements				14
<b>Total</b>					<b>60</b>
<b>Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.</b>					

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<b>Module 1</b>	<b>Introduction to International Business</b>	<b>08</b>
	<p><b>Overview of International Business</b> Meaning, characteristics, scope, significance and challenges of international business; International Business environment, Framework for analyzing international business environment.</p> <p><b>Implementing International Business</b> Internationalization process and managerial implications; Multinational corporations and their involvement in international business; Sources of finance for International Business; Issues in foreign investments - Technology transfer, Pricing and regulations; International collaborative Arrangements and Strategic Alliances.</p>	
<b>Module 2</b>	<b>Institutional Framework of International Business</b>	<b>10</b>
	<p><b>Overview of Regional Economic Integration</b> Levels of Regional Economic Integration: Free trade area, Customs union, Economic union, Common market, Political union; Trade creation and Diversion effects</p> <p><b>Regional Economic Arrangements</b> Structure and functioning of some important regional economic arrangements like EU, NAFTA, SAARC, ASEAN, BRICS, Quadrilateral Security Dialogue (QUAD) Group</p> <p><b>Financial Institutions</b> Asian Development Bank, World Bank, Asian Infrastructure Investment Bank (AIIB), European Bank for Reconstruction and Development (EBRD)</p>	
<b>Module 3</b>	<b>Legal Framework of International Business</b>	<b>14</b>
	<p><b>Laws relating to Information Technology and Intellectual Property Rights</b> Laws relating to Information Technology – Cyber Security Law Laws relating to Intellectual Property Rights - Trade Related Aspects of Intellectual Property Agreement (TRIPs); Patent Law; Trademarks Law;</p>	

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	<p>Copyrights Law</p> <p><b>Environment And International Legal Order</b></p> <p>Sustainable Development; International Concern for Environment Protection; International Obligations towards Sustainable Development, Trans-boundary Pollution Hazards</p> <p><b>Legalities of Payments</b></p> <p>Methods of payment: Features of payment terms, applicability &amp; explanation viz. Advance payment, open account, documentary collections, documentary letters of credit.</p> <p>Law Relating to Foreign Exchange: Historical background to Foreign Exchange Regulation Act (FERA) and Foreign Exchange Management Act (FEMA).</p>	
<b>Module 4</b>	<b>International Marketing</b>	<b>14</b>
	<p><b>Introduction International Marketing</b></p> <p>Nature and significance, Complexities in International marketing; International market orientation – ERPG framework, International market entry strategies; Foreign Market Selection - Global market segmentation, Selection of foreign markets, International positioning.</p> <p><b>Production and Pricing Practices</b></p> <p>Production - Product planning for global markets, standardization vs product adaptation, new product development, Management of international brands, Packaging and labeling, Provision of sales related services;</p> <p>Pricing - Mark-up Pricing, Price Discrimination, Multi-unit Pricing, Strategies, Multiple product pricing, Joint Product Pricing, Transfer Pricing, Peak Load Pricing.</p> <p><b>Promotion &amp; Distribution Practices</b></p> <p>Promotion - Complexities and issues, International direct selling, advertising, personal selling, sales promotion and public relations.</p> <p>Distribution - Functions and types of distribution channels, Channel selection decisions, Selection of foreign distributors/agents and managing relations with them</p>	

Module 5	Import and Export Procedures and Requirements	14
	<p><b>Export-Import Documentation Framework</b> Role and importance of documentation in Imports and Exports; Category of documents; Features of various documents; Commercial &amp; regulatory documents; Documents for claiming export incentives; Documents required by foreign buyers &amp; customs; Terms of delivery: INCOTERMS purpose and objective &amp; salient features of each term</p> <p><b>Import and Export Clearance Procedures</b> Types of import and export duties; Export Management - EDI (Electronic Data Interchange) procedure for export clearance, Understanding the role of shipping bill/bill of export, Customs procedure for exports; Import Management – Types of bills of entry, EDI procedure for import clearance, duties &amp; applications; Customs procedure for imports</p> <p><b>Export Incentive and Promotional Schemes</b> Duty drawback; Duty exemption and Remission schemes, Star export scheme; Merchandise Exports Incentive Scheme (MEIS); Service Exports from India Scheme (SEIS); Export Subsidies, etc.</p>	

**SUGGESTED READINGS:**

**Essential Readings:**

1. I. Daniels, J.D., Lee, H.R., Daniel, P. S. & Salwan, P. (2007). International Business- Environment and operations. Pearson education. Unit(s) - I, II, III, IV, V and VI
2. Leslie, Hamilton & Philip, Webster (2015). The International Business Environment. Oxford University Press. Unit(s) - I, II, III, IV, V and VI

**Supplementary Readings:**

1. Warnock, Davies (2015). The International Business Environment: A handbook for Managers and Executives, CRC Press. Unit(s) - I, II, III, IV, V and VI
2. Varshney and Bhattacharya : International Marketing Management
3. Jain, S.C. : International Marketing, Prentice Hall, New Delhi

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben Jivanlal  
College of Commerce & Economics (AUTONOMOUS)**

<b>Program: M.Com. (Business Management) - II</b>				<b>Semester: III</b>	
<b>Course: Global HRM</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme</b>	
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutori al (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75
<b>Learning Objectives:</b>					
1. To make the learners understand the difference between HRM & GHRM.					
2. To make the learner understand cross cultural communication.					
3. To make the learners focus on process of recruitment and training.					
4. To enable the learners understand compensation management.					
<b>Course Outcomes:</b>					
After completion of the course, students would be able to :					
CO 1: Recall concept of international HRM.					
CO 2: Comprehend the types and strategies of organizational culture.					
CO 3: Discuss and address Cultural Sensitivity issues at workplace					
CO 4: Evaluate & Design a Compensation Structure for employees.					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	Introduction to global HRM and differences between HRM and GHRM. It discusses trends and future of IHRM				14
2	Understanding human behavior in global perspective and cross-cultural communication.				10
3	It discusses Cultural Sensitivity and Types and Strategies of Organizational Culture.				14
4	It focuses on recruitment and selection process along with importance of performance appraisal.				10
5	It explains compensation management and process of expatriation and repatriation				12
<b>Total</b>					<b>60</b>
<b>Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.</b>					

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UNITS/MODULES	TOPICS	NO. OF HOURS
Module 1	<b>Introduction to Global IIRM</b>	14
	<p><b>Overview of International IIRM</b> Meaning and Features, Objectives, Evolution of IIRM, Reasons for Emergency of IHRM, global HRM drivers of globalization, variables that moderate differences between IIRM and GHRM; Global HRM trends and future challenges; Difference between International IIRM and Domestic HRM</p> <p><b>Approaches to Global HRM</b> Ethnocentric, Polycentric, Geocentric and Regiocentric; Qualities of Global Managers; Organizational Dynamics and IIRM</p> <p><b>Managing Expatriation and Repatriation</b> Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HICNs(Host-Country Nationals); Expatriation- Meaning, Process, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Reasons for Expatriate Failure, Women and Expatriation; Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates</p>	
Module 2	<b>Mergers &amp; Acquisitions</b>	10
	<p><b>HRM in cross border merges and acquisitions</b> Motives behind mergers and acquisitions, HR Interventions; Growth in Strategic Alliances and Cross Border Mergers and Acquisitions; Impact on Global IIRM</p> <p><b>Understanding human behaviour in global perspective</b> Issues in organization culture, cultural diversity at work, motivation and communication across culture, cross cultural leadership, multi cultural teams. Comparison of Indian HRM with those of UK, USA, Japan and China.</p>	
Module 3	<b>Cultural Diversity</b>	14



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	<p><b>Cultural Diversity</b> Cross cultural Differences in workplace; Managing Diversity in Workforce; Dealing with Cultural Shock</p> <p><b>Cross Cultural Management</b> Meaning, Features, Convergence of Cultures, Role of Global HRM in Cross Culture Management, Problems of Cross-Cultural Issues in Organizations; Cross cultural Communication and Negotiations : Planning &amp; Preparation Parameters.</p> <p><b>Cultural Sensitivity.</b> Meaning; Importance of Cultural Sensitivity to International Managers Types and Strategies of Organizational Culture.</p>	
<b>Module 4</b>	<b>Recruitment, Selection &amp; Training</b>	<b>10</b>
	<p><b>Recruitment, Selection &amp; Training</b> Recruitment Sources, Selection process, Cross cultural training; Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce</p> <p><b>Multinational Performance Management</b> Challenges; Areas to be appraised and who should appraise; Performance management techniques</p> <p><b>Performance Appraisal</b> Criterion used for Performance Appraisal of International Employees; Performance Appraisal System, Problems, ways to make it effective; Performance appraisal techniques</p>	
<b>Module 5</b>	<b>Compensation Management &amp; Recent Trends in Global HRM</b>	<b>12</b>
	<p><b>International Compensation:</b> Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation</p> <p><b>Motivation and Reward System</b> Meaning, Benchmarking Global Practices; Types of rewards; Motivation Theories</p> <p><b>Recent Trends in Global HRM</b></p>	

Emerging Trends in Global HRM; Role of Technology on Global HRM; Knowledge Management and Global HRM
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**TEACHING METHODOLOGY TO BE USED:**

1. Theoretical Presentations
2. Case Studies
3. Classroom Discussions
4. Video Presentation

**SUGGESTED READINGS:**

**Essential Readings:**

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books
2. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya

**Supplementary Readings:**

1. International Human Resource Management, Monir Tayeb, Oxford
2. International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning
3. International Human Resource Management, Tony Edwards, Pearson Education
4. International Human Resource Management: Managing People in a Multinational Context by Peter Dowling and Denise Welch Cengage Publishing, 4th Edition, 2004
5. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management by Vance Charles and Yongsin Paik M.E. Sharpe, 2nd Edition, 2010
6. Brewster, C., Sparrow, P., and Vernon, G. (2007) International Human Resource Management, McGraw-Hill, London and New York.
7. Harzing, A. and Pinnington, A. (eds) International Human Resource Management, SAGE, the latest edition.
8. Briscoe, D., Schuler, R. and Claus, L. (2012) International Human Resource Management, London: Routledge, (latest edition).

**TEACHING METHODOLOGY TO BE USED:**

1. Case study methods
2. Group Discussions
3. Presentations
4. Role Play

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College of Commerce & Economics (AUTONOMOUS)**

<b>Program: M.Com. (Business Management) - II</b>				<b>Semester: III</b>	
<b>Course: Services Marketing</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutori al (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75
<b>Learning Objectives:</b>					
<ol style="list-style-type: none"> <li>1. Understand the Concept of Services and intangible products</li> <li>2. Comprehend emerging business model in service sector</li> <li>3. Analyze the role of services in the economy</li> <li>4. Examine the unique characteristics of services and the resulting marketing challenges</li> <li>5. Design solutions for challenges arising out of the unique services characteristics</li> </ol>					
<b>Course Outcomes:</b>					
After completion of the course, students would be able to :					
CO 1: Appreciate the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing					
CO 2: Identify business models adopted by service organisations					
CO 3: Use the challenges inherent to services as opportunities to win customers					
CO 4: Recognize the challenges faced in services delivery as outlined in the services gap model and how to address them					
CO 5: Visualize future changes in the Services Industry					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	Introduction to service marketing				12
2	Key Elements of Services Marketing Mix				12
3	Managing Quality Aspects of Services Marketing				12
4	Service Business Models, Ethics in services marketing				12
5	Recent Trends in Services Sector				12
<b>Total</b>					<b>60</b>
<b>Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.</b>					

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UNITS/MODULES	TOPICS	NO. OF HOURS
<b>Module 1</b>	<b>Introduction to service marketing</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>A. Role of service in modern economy</li> <li>B. Services in the Global Economy- Moving from Domestic to Transnational Marketing</li> <li>C. Role of services sector during the COVID19 induced lockdown</li> <li>D. Marketing challenges of service</li> <li>E. Service marketing environment</li> <li>F. Goods v/s service marketing</li> <li>G. Goods – service continue</li> <li>H. Consumer behaviour</li> <li>I. Service marketing triangle</li> </ul>	
<b>Module 2</b>	<b>Key Elements of Services Marketing Mix</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>A. STP (Segmentation, Targeting and Positioning) for Services</li> <li>B. 7Ps of services marketing               <ul style="list-style-type: none"> <li>i. Product</li> <li>ii. Price</li> <li>iii. Place</li> <li>iv. Promotion</li> <li>v. People</li> <li>vi. Physical Evidence</li> <li>vii. Process</li> </ul> </li> <li>C. Branding of services</li> </ul>	
<b>Module 3</b>	<b>Managing Quality Aspects of Services Marketing</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>A. Improving Service Quality and Productivity</li> <li>B. Service Quality               <ul style="list-style-type: none"> <li>i. GAP Model</li> <li>ii. Benchmarking</li> <li>iii. Measuring Service Quality</li> <li>iv. Zone of Tolerance and Improving Service Quality</li> </ul> </li> <li>C. The SERVQUAL Model</li> <li>D. Defining Productivity – Improving Productivity</li> </ul>	

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	E. Demand and Capacity Alignment	
<b>Module 4</b>	<b>Service Business Models, Ethics in services marketing</b>	<b>12</b>
	A. Service Business Models: Free for users advertising based business model, Bricks and Clicks, Aggregation, Freemium model, Crowdsourcing model, Franchise model B. Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector	
<b>Module 5</b>	<b>Recent Trends in Services Sector</b>	<b>12</b>
	A. Retail, B. Tourism, C. Healthcare D. Financial Services, E. Education F. ITES G. Entertainment Industry	

**SUGGESTED READINGS:**

**Essential Readings:**

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education, 2018

**Supplementary Readings:**

- Service Marketing - People, Technology, Strategy-A South Asian Perspective, Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson education
- Services Marketing Text & Cases, Harsh V. Verma, Pearson Education
- Services - Marketing, K. Ram Mohan Rao, Pearson Education
- Services Management : The New paradigm in Hospitality, Jay A. Kandampully, Pearson Education
- Service Sector Management, C. Bhattacharjee, Jaico Publishing House, Mumbai, Edn 2008.
- Services Marketing, Govind Apte, Oxford Press.
- Customer Driven Services Management, S. Balachandran, Response Book
- Raphael Amit, Christoph Zott, Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders, Wiley, 2020

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**TEACHING METHODOLOGY TO BE USED:**

1. Lectures
2. Case Study Based
3. Project Based

**SEMESTER IV**

<b>Program: M.Com. (Business Management) – II</b>				<b>Semester: IV</b>	
<b>Course: Supply Chain Management and Logistics</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutori al (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75
<b>Learning Objectives:</b>					
1.To provide fundamental understanding of supply chain management.					
2.To highlight customer synergies in supply chain management.					
3.To give an insight in to the concepts of logistics.					
4.To explain the role of various elements of logistics mix.					
5.To explain recent trends in logistics and supply chain management in Indian and Global context					
<b>Course Outcomes:</b>					
After completion of the course, students would be able to:					
CO 1: Get familiarized with the process, principles, and importance of supply chain management					
CO 2: Comprehend the role and significance of customer service in supply chain management.					
CO 3: Apply the components and types in business organisations.					
CO 4: Develop logistics mix & SCM plan.					
CO 5: Evaluate the recent trends in the field of logistics and supply chain management.					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	Overview of Supply Chain Management				12
2	Customer Value and Supply Chain Management				12
3	Introduction to Logistics				12
4	Elements of Logistics Mix				12
5	Recent Trends in Logistics and Supply Chain Management				12
<b>Total</b>					<b>60</b>
<b>Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.</b>					

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MODULES	TOPICS	NO. OF HOURS
Module 1	<b><u>Overview of Supply Chain Management</u></b>	12
	a) Concept of Supply Chain management - functions of supply chain management, principles of supply chain management, strategies of supply chain management  b) Process of Supply Chain Management – steps under supply chain management, significance of supply chain management, Key issues in supply chain management  c) Participants of supply chain management - channel management and integration, recent trends in channel management	
Module 2	<b>Customer value and Supply Chain Management</b>	12
	a) Concept of customer service in supply chain management -objectives of customer service in supply chain management, elements of customer service in supply chain management  b) Dimensions of customer value - levels of customer service in supply chain management, strategies to improve customer service  c) Types of performance measurement in supply chain management – Internal performance measurement, External performance measurement	
Module 3	<b>Introduction to Logistics</b>	12
	a) Concept of logistics – meaning and definition of logistics, components of logistics, operational objectives of logistics  b) Process of logistics -steps under logistics, competitive advantages and 3C's of logistics, types of logistics, logistics outsourcing  c) Logistics environment – factors determining logistics environment, significance of logistics environment analysis	
Module 4	<b>Elements of Logistics Mix</b>	12

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	<p>a) Transportation - participants in transport decisions, modes of transportation, multi-modal transportation</p> <p>b) Warehousing, Material Handling and Packaging - functionality of warehousing, types of warehouses, principles of material handling, equipment's used for material handling, functions, and types of packaging</p> <p>c) Inventory Management - functions of inventory management, techniques of inventory management – EOQ and Reorder levels, ABC analysis, Pareto's Law, HML analysis, VED analysis, SDE analysis, JIT (KANBAN), Bull Whip Effect</p>	
<b>Module 5</b>	<b>Recent Trends in Logistics and Supply Chain Management</b>	<b>12</b>
	<p>a) Role of Information Technology in logistics and supply chain management – EDI, ERP, AI, E- Procurement, E- Fulfilment</p> <p>b) Domestic Trends in logistics - concept of Logistics Parks, concept of Dedicated Freight Corridors, performance modelling of supply chain using Markov chains</p> <p>c) Global logistics trend - four Models of supply chain, global challenges in logistics and supply chain management</p>	

**SUGGESTED READINGS:**

<b>Essential Readings:</b>		
<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Logistics and Supply Chain Management	Dr Vinay Pandit	Sheth Publishers
Logistics and Supply Chain Management	David Closs	McGraw Hill



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<b>Supplementary Readings:</b>		
<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>
Logistics and Supply Chain Management	Martin Christopher	Pearson Education
Global Logistics and Supply Chain Management	John Mangan and Chandra Lalwani	Wiley Publishers
Textbook of Logistics and Supply Chain Management	D.K. Agarwal	Macmillan Publishers
Essentials of Supply Chain Management	Michael Hugos	Wiley Publishers
Supply Chain Management: Strategy, Planning and Operation	Sunil Chopra and Dharam Vir Kalra	Pearson Education
Supply Chain Management	N. Chandrasekaran	Oxford publication
Logistics Management- The Supply Chain Imperative	Sopel V. Vinod	Pearson Education

**TEACHING METHODOLOGY TO BE USED:**

1. Lecture
2. Power Point Presentation
3. Video Clips
4. Case Studies
5. Role Play
6. Group Discussion
7. Guest Lecture
8. Quiz

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College of Commerce & Economics (AUTONOMOUS)**

<b>Program: M.Com. (Business Management) - II</b>				<b>Semester: IV</b>	
<b>Course: RETAIL MANAGEMENT</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutori al (Hour s per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75

**Learning Objectives:**

1. To orient learners with the basics of retail, retailing and retail management
2. To develop practical understanding of the retail sector covering crucial areas like retail buying, pricing, retail store operations
3. To give real world understanding of the complete retail sector with focus on FDI and prepare the participants to get ready for the rewarding career in the retail sector
4. To analyze the role of artificial intelligence in retail sector
5. To evaluate the changing phase of retailing after the Covid – 19 pandemic.

**Course Outcomes:**

After completion of the course, students would be able to:

- CO 1: Comprehend the organized retail sector and its operations.  
 CO 2: Recognize how to deal with shoppers and understand their needs to sustain in the market  
 CO 3: Identify the role of Artificial Intelligence in retail sector and the changing phase of retailing after the Covid – 19 pandemic.  
 CO 4: Analyze, adapt & apply the knowledge for facing the challenges in the retail sector  
 CO 5: Apply the various strategies involved in retail sector.

**Outline of Syllabus: (per session plan)**

Module	Descriptions	No of Hours
1	OVERVIEW OF RETAIL MANAGEMENT	12
2	RETAIL SHOPPER AND RETAIL STRATEGY	12
3	MERCHANDISE MANAGEMENT AND RETAIL PRICING	12
4	RETAIL STORE MANAGEMENT	12
5	RECENT TRENDS IN RETAILING	12
<b>Total</b>		<b>60</b>

Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.

MODULES	TOPICS	NO. OF HOURS
Module 1	<b>OVERVIEW OF RETAIL MANAGEMENT</b>	12
	<p><b>Introduction to Retail Management</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Management:</b> Concept of Retailing, Retailer, Retail Management, Importance of Retailing, Role of Retailer in a Supply Chain</li> </ul> <p><b>Retail Formats</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Formats:</b> Meaning, Types of Retail Formats</li> <li>• <b>Multichannel Retailing:</b> Concept, Significance</li> </ul> <p><b>Retail Sector in India</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Growth Strategies:</b> Market penetration, market expansion, retail format development, and diversification</li> <li>• <b>Retail Sector in India:</b> Drives of Retail trade in India, FDI in Retailing in Indian Context, Social and Economic Significance of Retailing, Challenges Faced by the Retail Sector, Organized and Unorganized Retail in India</li> </ul>	
Module 2	<b>RETAIL SHOPPER AND RETAIL STRATEGY</b>	12
	<p><b>An Overview of Retail Shopper</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Shopper:</b> Concept, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Buying Process, Types of Buying Decisions - Extended Problem Solving, Limited Problem Solving, Habitual Decision Making (MU - BMS)</li> </ul> <p><b>Customer Relationship Management in Retail</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Communication Mix:</b> Concept, Using Communication Programs to Build Customer Loyalty</li> <li>• <b>CRM in Retail:</b> Concept, Objectives, Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</li> </ul> <p><b>Retail Strategies</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Strategy:</b> Concept, Steps in Developing Retail Strategy</li> <li>• <b>Building Sustainable Competitive Advantage:</b> Sources</li> <li>• <b>Retail Store Location:</b> Types of Retail Locations, Factors Influencing Store Location, Licenses/Permissions Required to Start Retail Store in India</li> <li>• <b>Trade Area:</b> Meaning, Characteristics, Factors Affecting the Size of the Trade Area</li> </ul>	

	<ul style="list-style-type: none"> <li>• <b>HRM in Retail:</b> Significance, Functions, Issues</li> </ul>	
<b>Module 3</b>	<b>MERCHANDISE MANAGEMENT AND RETAIL PRICING</b>	<b>12</b>
	<p><b>Retail Merchandising</b></p> <ul style="list-style-type: none"> <li>• <b>Merchandise Management:</b> Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process</li> <li>• <b>Merchandise Category:</b> Concept, Category Captain, Role of Category Captain</li> <li>• <b>Lifestyle Merchandising:</b> Concept</li> <li>• <b>Merchandise Procurement/Sourcing:</b> Meaning, Process, Sources for Merchandise</li> </ul> <p><b>Retail Buying</b></p> <ul style="list-style-type: none"> <li>• <b>Buying Function:</b> Meaning, Buying Cycle, Factors Affecting Buying Functions</li> <li>• <b>Brand Alternatives:</b> National Brands, Private Labels: Concept, Importance</li> </ul> <p><b>Retail Pricing</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Pricing:</b> Meaning, Considerations in Setting Retail Pricing, Pricing Strategies, Variable Pricing and Price Discrimination</li> <li>• <b>Legal and Ethical Pricing Issues:</b> Predatory Pricing, Resale Price Maintenance, Horizontal Price Fixing, Bait-and-Switch Tactics, Scanned versus Posted Prices, Deceptive Reference Prices.</li> </ul>	
<b>Module 4</b>	<b>RETAIL STORE MANAGEMENT</b>	<b>12</b>
	<p><b>Store Operations and Design</b></p> <ul style="list-style-type: none"> <li>• <b>Retail Store Operations:</b> Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)</li> <li>• <b>Retail Store Design:</b> Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics</li> <li>• <b>Store Website:</b> Significance</li> </ul> <p><b>Store Layout</b></p> <ul style="list-style-type: none"> <li>• <b>Store Layout:</b> Concept, Types - Grid, Racetrack, Free Form</li> <li>• <b>Signage and Graphics:</b> Meaning, Significance, Concept of Digital Signage</li> <li>• <b>Feature Areas:</b> Concept, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles,</li> </ul>	

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	<p align="center">Walls, Dressing Rooms, Cash Wraps</p> <p><b>Visual Merchandising</b></p> <ul style="list-style-type: none"> <li>• <b>Visual Merchandising and Display:</b> Concept, Significance, Tools Used for Visual Merchandising, Concept of Planogram, Display- Meaning, Methods of Display, Errors in Creating Display</li> </ul>	
<b>Module 5</b>	<b>RECENT TRENDS IN RETAILING</b>	<b>12</b>
	<p><b>Recent Trends in Retail Formats</b></p> <ul style="list-style-type: none"> <li>• <b>Modern Retail Format – Malls:</b> Meaning, Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management, Reasons for growth of Malls, Challenges faced</li> <li>• <b>Airport Retailing:</b> Concept, Significance</li> </ul> <p><b>Recent Technologies in Retailing</b></p> <ul style="list-style-type: none"> <li>• <b>Technologies:</b> Use of Technologies in retailing - Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management System.</li> <li>• <b>E-Retailing:</b> Formats, Challenges, Green Retailing - Concept and Importance</li> </ul> <p><b>Future Prospects</b></p> <ul style="list-style-type: none"> <li>• <b>Retail as a Career:</b> Career Options</li> <li>• <b>Role of Artificial Intelligence in Retailing – Case Studies</b></li> <li>• <b>Changing Phase of Retail Trade after the Covid - 19</b></li> </ul>	

**SUGGESTED READINGS:**

**Essential Readings:**

1. Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill
2. Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai.

**Supplementary Readings:**

3. Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai.
4. Dunne Lusch, "Retail Management", South Western Cengage Learning
5. K.S. Menon, "Store Management", Macmillan India Ltd.,
6. Swapna Pradhan, "Retailing Management–Text and Cases", 4th Edn, Tata Mc Graw Hill.
7. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press

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**TEACHING METHODOLOGY TO BE USED:**

1. Lecture Method
2. Case Studies
3. Discussion
4. Practical Assignments

<b>Program: M.Com. (Business Management) - II</b>				<b>Semester: IV</b>	
<b>Course: Business Analytics</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme</b>	
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutori al (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75
<b>Learning Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To understand the core learning behind modern day analytics</li> <li>2. To understand the functional areas of Analytics</li> <li>3. To understand principles of big data with real world business cases</li> <li>4. Learn the key technologies and its application</li> </ol>					
<b>Course Outcomes:</b>					
After completion of the course, students would be able to :					
<b>CO 1:</b> Recognise significance of Business Analytics					
<b>CO 2:</b> Adopt Big Data in different domains.					
<b>CO 3:</b> Apply Business applications and comprehend scope of each of the analytics streams					
<b>CO 4:</b> Analyse Emerging applications of Analytics and apply it accordingly.					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	<b>Big Data</b>				12
2	<b>Business Analytics</b>				12
3	<b>Visual Analytics &amp; Functional Areas of Analytics: Finance / HR / Logistics / Fraud</b>				12
4	<b>Functional Areas of Analytics: Marketing / Digital / Web</b>				12
5	<b>Emerging Application of Analytics</b>				12
<b>Total</b>					<b>60</b>
<b>Note:</b> Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.					

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UNITS/MODULES	TOPICS	NO. OF HOURS
Module 1	<b>Big Data</b>	12
	<ul style="list-style-type: none"> <li>• Introduction to Data, Information and Knowledge,</li> <li>• Big Data,</li> <li>• Adoption of Big data to solve analytics problems</li> <li>• Handling Big data platform</li> <li>• Structured and unstructured data, Sources of Big Data, Key aspects and Governance of Big Data, Business Application of Big Data</li> <li>• Technology required store and retrieve big data.</li> <li>• Distributed and Parallel computing with Big Data</li> <li>• Big data technologies, Cloud Computing,</li> </ul> <p>*Excel will be used to explain the cleaning and editing of Data</p>	
Module 2	<b>Business Analytics</b>	12
	<ul style="list-style-type: none"> <li>• Need for Business Analytics, Merits and Demerits</li> <li>• Career in Analytics, Qualities required</li> <li>• Technology for Business Analytics</li> <li>• Descriptive analytics, Importance and Need, Visualizing and exploring data</li> <li>• Predictive analytics, Importance and Need</li> <li>• Prescriptive analytics, Importance and Need, Prescriptive modeling</li> </ul> <p>*Excel will be used to explain the analytics of data</p>	
Module 3	<b>Visual Analytics &amp; Functional Areas of Analytics: Finance / HR / Logistics / Fraud</b>	12
	<ul style="list-style-type: none"> <li>• Visual Analytics, Need &amp; Importance</li> <li>• Story Boarding</li> <li>• Big Data Visualisation: What is visualisation?</li> <li>• Importance of Data Visualisation</li> <li>• Data visualisation Tools</li> <li>• HR Analytics – Usage in Personnel Management and compensation</li> <li>• Finance Analytics – Usage in product costing and resource</li> </ul>	

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	<p>allocation</p> <ul style="list-style-type: none"> <li>• Business Analytics in Practice: Financial and Fraud Analytics, HR Analytics, Healthcare Analytics</li> </ul> <p>*Excel will be used to show various types of graphs for Visual Analytics</p>	
<b>Module 4</b>	<b>Functional Areas of Analytics: Marketing / Digital / Web</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>• Marketing Analytics – Usage in STP, and other areas.</li> <li>• Social Media Analytics, Mobile Analytics and Visualisation.</li> <li>• Social Media Analytics: Introduction to social media. Social Analytics, Key features of social media analytics.</li> <li>• Mobile Analytics: What is Mobile Analytics? , Tools for Mobile Analytics, Performing Mobile Analytics</li> <li>• Web Analytics</li> </ul> <p>*Tools like Google Analytics, Facebook Business Suite &amp; SEMRush will be used to explain the concepts in details</p>	
<b>Module 5</b>	<b>Emerging Application of Analytics</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>• Business Intelligence</li> <li>• Data Mining</li> <li>• Dashboards in Analytics</li> <li>• Business Analytics VS Business Intelligence</li> <li>• Machine Learning, Usage &amp; Importance</li> <li>• Augment Reality, Usage &amp; Importance</li> <li>• AI, Usage and Importance</li> <li>• Blockchain Technology</li> <li>• Technology &amp; Change management implementation</li> </ul>	

**SUGGESTED READINGS:**

**Essential Readings:**

1. James Evans Business Analytics Pearson
2. Business Analytics: An Introduction (English, Paperback, Jay Liebowitz)

**Supplementary Readings:**

1. "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses" by Michael Minelli
2. Business Analytics – The Science of Data-Driven Decision Making 2nd edition | U. Dinesh Kumar



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**TEACHING METHODOLOGY TO BE USED:**

1. Slides,
2. Activity,
3. Caselets & Case Study
4. Business examples
5. MS Excel for Analytics
6. Online Tools like SEMRush, Google Analytics

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<b>Program: M.Com. (Business Management) - II</b>				<b>Semester: IV</b>	
<b>Course: Public Relations</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutori al (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment (CA) (Marks - 25)</b>	<b>Semester End Examinations (SEE) (Marks- 75 in Question Paper)</b>
6	-	-	6	25	75
<b>Learning Objectives:</b>					
1. To provide the students with basic understanding of the concepts of corporate communication and public relations					
2. To introduce the various elements of corporate communication and consider their roles in managing organizations					
3. To examine how various elements of corporate communication must be coordinated to communicate effectively					
4. To develop critical understanding of the different practices associated with corporate communication					
<b>Course Outcomes:</b>					
After completion of the course, students would be able to :					
<b>CO 1:</b> Comprehend how corporate communications and public relation campaigns are developed					
<b>CO 2:</b> Identify the place and value of corporate communications and public relation in the promotion mix and the larger marketing mix.					
<b>CO 3:</b> Explain the importance of various publics related to the company and maintaining a good image for all publics.					
<b>CO 4:</b> Apply various corporate communications and public relation tools.					
<b>Outline of Syllabus: (per session plan)</b>					
<b>Module</b>	<b>Descriptions</b>				<b>No of Hours</b>
1	<b>Introduction to Corporate Communication</b>				10
2	<b>Understanding Public Relations</b>				12
3	<b>Functions of Corporate Communication and Public Relations</b>				15
4	<b>Emerging Technology in Corporate Communication and Public Relations</b>				12
5	<b>Social Media &amp; PR, Ethics and Law in PR</b>				11
<b>Total</b>					60
<b>Note:</b> Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.					

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UNITS/MODULES	TOPICS	NO. OF HOURS
<b>Module 1</b>	<b>Introduction to Corporate Communication</b>	<b>10</b>
	<p>a) Corporate Communication: Scope and Relevance - Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario</p> <p>b) Keys concept in Corporate Communication - Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation</p>	
<b>Module 2</b>	<b>Understanding Public Relations</b>	<b>12</b>
	<p>a) Fundamental of Public Relations: Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business</p> <p>b) Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations</p> <p>c) Public Relations Environment: Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues</p> <p>d) Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</p>	
<b>Module 3</b>	<b>Functions of Corporate Communication and Public Relations</b>	<b>15</b>
	<p>a) Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations</p> <p>b) Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications</p> <p>c) Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building</p>	

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	d) Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising	
<b>Module 4</b>	<b>Emerging Technology in Corporate Communication and Public Relations</b>	<b>12</b>
	a) Contribution of Technology to Corporate Communication: Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS) b) Information Technology in Corporate Communication: Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation c) Corporate Blogging: Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog	
<b>Module 5</b>	<b>Social Media &amp; PR, Ethics and Law in PR</b>	<b>11</b>
	Social media and Public Relations a) Social media and public Relations, Challenges posed and opportunities, • Dark PR, Case studies  b) Ethics and Law in Corporate Communication - Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI	

**SUGGESTED READINGS:**

**Essential Readings:**

- Joep Cornelisse , Corporate Communication: A Guide to Theory and Practice, Sage Publication
- Richard R. Dolphin, The Fundamentals of Corporate Communication

**Supplementary Readings:**

- Joep Cornelissen, Corporate Communications: Theory and Practice
- Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
- Jaishri Jethwaney, Corporate Communication: Principles and Practice
- Rosella Gambetti, Stephen Quigley, Managing Corporate Communication
- Joseph Fernandez, Corporate Communications: A 21st Century Primer
- C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication
- James L.Horton, Integrating Corporate Communication: The Cost Effective Use of Message & Medium

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**TEACHING METHODOLOGY TO BE USED:**

1. Classroom sessions with PowerPoint presentations
2. Case studies
3. Videos and discussions
4. Continuous and term end assessment

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Program: M.Com. (Business Management) - II				Semester: IV	
Course: ORGANIZATION DEVELOPMENT				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)
6	-	-	6	25	75
<b>Learning Objectives:</b>					
1. To understand Nature, Foundations and Overview of Organization Development					
2. To understand the Values, Assumptions and Beliefs in Organization Development					
3. To help students understand the Process and Intervention in Organization Development					
4. To acquaint students with the concept of Learning Organizations as a process of making the organization adaptable and change proof.					
<b>Course Outcomes:</b>					
After completion of the course, learners would be able to:					
CO1: Comprehend the concept of Organization Development, its theories and its evolution to its current form.					
CO2: Interpret the various approaches to Organization Development; its values, assumptions and beliefs					
CO3: Analyze and prepare the OD process divided into diagnosis, action research and program management					
CO4: Learn, appreciate and integrate the concept of Building Learning Organizations in existing organisations					
CO5: Evaluate various organizational development interventions.					
<b>Outline of Syllabus: (per session plan)</b>					
Module	Description				No of Hours
1	Introduction to Organization Development				12
2	Values and beliefs in Organisation Development				12
3	Managing the Organization Development Process				12
4	Building Learning Organization				12
5	Organizational Development Interventions				12
	Total				60
Note: Notional hours per week will be 2 hours which is for self-study (pre requisite before starting a module/topic / problem/ concept) and the same would be evaluated as a part of continuous assessment.					

Unit	Topic	No. of Hours/Credits
<b>Module 1</b>	<b>Introduction to Organization Development</b> <ul style="list-style-type: none"> <li>a. Definition and Nature</li> <li>b. History of Organization Development</li> <li>c. Approaches to OD: Laboratory Training Stem, Survey Research and Feedback Stem, Action Research Stem and Sociotechnical Stem</li> </ul>	<b>12</b>
<b>Module 2</b>	<b>Values and beliefs in Organisation Development</b> <ul style="list-style-type: none"> <li>a. Values, Assumptions and Beliefs in Organization Development</li> <li>b. Competencies of an Effective Organization Development Practitioner</li> </ul>	<b>12</b>
<b>Module 3</b>	<b>Managing the Organization Development Process</b> <ul style="list-style-type: none"> <li>a. Models and Theories of Planned Change</li> <li>b. Diagnosis: Diagnose the State of the Systems, its Subunits and Organizational Processes</li> <li>c. Action Research and Organization Development</li> <li>d. The Program Management Component</li> </ul>	<b>12</b>
<b>Module 4</b>	<b>Building Learning Organization</b> <ul style="list-style-type: none"> <li>a. Meaning and Importance</li> <li>b. The Five Disciplines</li> <li>c. The 7 Learning Disabilities</li> <li>d. The 11 Laws of the Fifth Discipline</li> </ul>	<b>12</b>
<b>Module 5</b>	<b>Organizational Development Interventions</b>	<b>12</b>

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	a. Team Interventions b. Intergroup and Third-Party Peacemaking Interventions c. Structural Interventions d. Comprehensive OD Intervention	

**SUGGESTED READINGS:**

**Essential Readings:**

1. Cummings, T.G and Worley, C.G (2001) Organization Development and Change. Thomson Learning. USA
2. French, W.L., Bell,Jr, C.H and Vohra, V (2011) Organization Development. Sixth Edition. Eleventh Impressions. Pearson Prentice Hall, New Delhi

**Supplementary Readings:**

3. Ramnarayan, S and Rao, T.V (2011) Organization Development: Accelerating Learning and Transformation. Revised and Updated 2nd edition. Sage Publication. New Delhi.
4. Rothwell, W. J and Sullivan, R. L (Editors) (2005) Practicing Organization Development: A Guide for consultants Second Editor. Pfeiffer A Wiley Imprint. Sanfrancisco, California, USA
5. Seth Allcorn (2006) Organizational Dynamics and Intervention: Tools for Changing the Workplace. Prentice-Hall of India Private Limited, New Delhi
6. Sharma, R.R (2010) Change Management: Concepts and Applications. Tata McGraw Hill Education Private Limited. New Delhi
7. Senge, P.M (2006) The Fifth Discipline – the art of and practice of the learning organisation. Currency, USA

**TEACHING METHODOLOGY TO BE USED:**

1. Activity,
2. Caselets & Case Study
3. Business examples



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<b>Program: MASTER OF COMMERCE – II (BUSINESS MANAGEMENT)</b>				<b>Semester : IV</b>	
<b>Course : Project Work-II (RESEARCH BASED)</b>				<b>Course Code:</b>	
<b>Teaching Scheme</b>				<b>Evaluation Scheme</b>	
<b>Lecture (Hours per week)</b>	<b>Practical (Hours per week)</b>	<b>Tutorial (Hours per week)</b>	<b>Credit</b>	<b>Continuous Assessment and Evaluation (CAE) (Marks – 25 in internal Viva-Voce)</b>	<b>Term End Examinations (TEE) (Marks- 75 in external Viva-Voce)</b>
-	-	-	06	25	75
<b>Learning Objectives:</b>					
<ul style="list-style-type: none"> <li>• To inculcate the element of research work challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study in his/ her own words.</li> <li>• To document, structure and present the learnings from Research.</li> </ul>					
<b>Learning Outcomes:</b>					
After completion of the course, students would be able:					
CO1: To get familiarized about the Research Methodology.					
CO2: To comprehend the connection between research and its applications.					
CO3: To formulate & prepare Research Report of project undertaken.					
<b>Information about the project report</b>					
<b>S. No</b>	<b>Descriptions</b>				
1	Project based on Research (Primary Data)				
2	Report submission of minimum 60 to 70 pages.				
3	Topics to be covered in the report :-  1) Introduction 2) Literature Reviews 3) Other important Secondary Data (related to the topic) 4) Research Methodology 5) Hypothesis Testing, Data Analysis, Interpretation & Presentation 6) Findings				

- |   |
|---|
| 7) Recommendations/Suggestions & Conclusion.<br>8) Bibliography/References<br>9) Appendix |
|---|

Any other information :

Details of Assessment (CA)-

- 1: 75 marks external examiner- 50 marks for report + 25 marks for Viva
- 2: 25 marks internal examiner-20 marks for report + 05 marks for Viva

## GUIDELINES FOR RESEARCH PROPOSAL

### Purpose of Research Proposal

The students have studied the subject of Research Methodology in Semester I, in which they have already learnt how to frame a research proposal. Academically, the students will be asked to prepare a research proposal for their desired research project topics and present it in front of a panel in order to get their topic approved for the research project.

One of the objective to ask students to make research proposals is because, under the New Education Policy, M.Phil. has been eliminated in which students are asked to make research proposals for their dissertation topic approval and through this, they usually get an idea of research proposal preparation and presentation, which further helps them to get ready for pursuing their Ph.D.

If students are asked to make a research proposal for the topic approval of their respective research topics, then, it would provide them an insightful experience of proposal presentations, then, whether it is academically (for pursuing Ph.D.) or professionally (in Corporates)

### Contents of Research Proposal

1. Introduction
2. Review of Literature (5-8 reviews)
3. Research Statement
4. Objectives of the Study

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College of Commerce & Economics (AUTONOMOUS)**

5. Hypothesis of the Study
6. Research Methodology
  - i. Research Design
  - ii. Sources and Methods of Data Collection
  - iii. Sample Design
  - iv. Techniques of Data Analysis
7. Significance of the Study
8. Scope of the Study
9. Limitations of the Study
10. Tentative Conclusion of the Study
11. Chapter Scheme
12. References

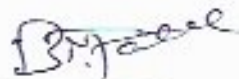
Note: The proposal should have a cover page and the entire proposal should not exceed 10 pages.

**Methodology of Topic Selection Interview**

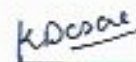
- The topic selection interview can be conducted at the beginning of the semester (within the first month of the start of the semester to be more accurate)
- The panelist can be the faculties, i.e., the Research Guides to whom the students will be allotted.
- If possible, the Vice-principal and Principal, can also be present during proposal presentation as Senior Reviewers.
- The students can be judged on their understanding of their topic as well as on their understanding of the various terminologies of research.



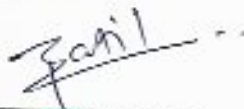
Ms. Shabana Khan  
**HOD**



Dr. Bharat Patel  
**Approved by Vice –Principal**



Dr. Krutika Desai  
**I/c Principal**



Dr. Shatrughna Patil  
**Commerce BOS - Chairperson**

