

S.P. Mandali's

**R. A. PODAR COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS),**

Matunga, Mumbai-400019

Course Structure

For

Post Graduate Program

M.Com. (Business Management)

Semester III

www.rapodar.ac.in

S.P. Mandali's

**R. A. PODAR COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS),**

Matunga, Mumbai-400019

Syllabus

And

Question Paper Pattern of Course

Post Graduate Program

M.Com. (Behavioural Finance)

Semester III

Syllabus as per National Education Policy 2020

To be implemented from Academic Year 2024-2025

www.rapodar.ac.in

POST GRADUATE PROGRAM OUTCOMES:

PROGRAM OUTCOME No.	Description
PO 1	Learners will acquire advanced knowledge in accounting principles, financial reporting, and taxation policies
PO 2	Learners will master the effective communication of complex financial information to diverse stakeholders through oral and written means
PO 3	Learners will develop critical thinking skills to analyze financial statements, interpret accounting regulations, and propose strategic financial solutions.
PO 4	Learners will apply accounting principles to solve real-world financial challenges and make informed business decisions.
PO 5	Learners will employ analytical reasoning to interpret financial data, assess business performance, and support strategic planning.
PO 6	Learners will excel in conducting advanced research in accounting, showcasing proficiency in data collection, analysis, and interpretation.
PO 7	Learners will collaborate effectively with interdisciplinary teams to address complex accounting issues and achieve organizational goals.
PO 8	Learners will apply scientific reasoning to evaluate and propose innovative financial strategies and models.
PO 9	Learners will engage in reflective thinking, identifying areas for improvement and continuous learning in the field of accountancy.
PO 10	Learners will leverage digital tools for effective access, evaluation, and synthesis of financial information.
PO 11	Learners will take initiative in ongoing professional development, engaging in self-directed learning to stay updated with evolving accounting standards.
PO 12	Learners will demonstrate multicultural competence, showing sensitivity to diverse cultural perspectives in the global business environment.
PO 13	Learners will exhibit a strong ethical foundation, making decisions with integrity and considering the societal impact of financial practices.
PO14	Learners will showcase leadership qualities, being capable of guiding financial teams and contributing to organizational success.
PO15	Learners will recognize the importance of continuous learning, adapting to advancements in the field of accountancy throughout their professional careers.

Program Specific Outcomes

(PG Programme: Business Management)

Academic Year: 2024-25

Program Specific Outcomes No.	Program Specific Outcomes
PSO1	The learners will acquire disciplinary knowledge in the field of Accountancy.
PSO2	The learners will enhance their communication skills through research-related tasks and presentations.
PSO3	The learners will apply critical thinking and analytical reasoning to address both concrete and abstract problems within domain-specific and multidisciplinary contexts.
PSO4	The learners will adeptly apply their theoretical insights to practical situations, demonstrating competence in competitive assessments.
PSO5	The learners will identify research gaps, harness data, and foster entrepreneurial mindsets, promoting a culture of innovation.
PSO6	The learners will apply moral and ethical awareness principles and practices specific to the domain in academic, professional, and social interactions.
PSO7	The learners will hone research-related skills to effectively identify current research problems, analyze associated data, and develop innovative solutions.

**Master of Commerce
(Business Management)
Under Choice Based Credit, Grading and Semester System
Course Structure**

M.com-I

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
Mandatory			Mandatory		
1	Strategic Management	06	1	Corporate Finance	06
2	Cost and Management Accounting	06	2	E-Commerce	06
3	Business Ethics	02	3	Corporate Social Responsibility	02
Electives			Electives		
4	Economics for Business Decisions	04	4	Macro Economics Concepts and Applications	04
Research Methodology			Research Methodology		
5	Research Methodology for Business	04	--	-----	--
On Job Training/Field Project			On Job Training/Field Project		
--	-----	--	5	Business Management Related Project	04
Total Credits		22	Total Credits		22

M.com II

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
Mandatory(Any Two)			Mandatory(Any Two)		
1	Human Resource Management	06	1	Supply Chain Management and Logistics	06
2	Rural Marketing	06	2	Advertising and Sales Management	06
3	Marketing Strategies and Practices	06	3	Retail Management	06
4	Organizational Behaviour		4	Tourism Management	06
Electives			Electives		
5	Entrepreneurial Management	04	5	Management of Business Relations	04
Research Methodology			Research Methodology		
6	Research and Publication Ethics	02	--	-----	--
Research Project			Research Project		
7	Research Project/Internship	04	6	Research Project	06
Total Credits		22	Total Credits		22

Revised Syllabus of Courses of Master of Commerce (M.Com)

Business Management Program at Semester III

(Mandatory Course)

Human Resource Management

Modules at a glance

SN	Modules	No. of Lectures
1	Human Resource Management	15
2	Human Resource Development	15
3	Latest Development in H.R.M. and Labour Legislation	15
4	Emerging Issues In H.R.M	15
	Total	60

SN	Objectives
1	The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
2	To enable the students to develop an understanding of the basic inputs in making and implementing corporate strategic decisions
3	To familiarize the students with the issues and practices involved in corporate decisions.

Course Outcome No	Course Outcomes
CO1	To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
CO2	To analyze the strategic issues and strategies required to select and develop manpower resources
CO3	To integrate the knowledge of HR concepts to take correct business decisions.

SN	Modules/Units
1	Human Resource Management
	<p>Human Resource Management (HRM). – Concept, Traditional HRM v/s Strategic HRM , Objectives of HRM, Organization Structure of HRM Department – Changing Role of H.R. Manager.</p> <p>Human Resource Planning- Concept, Factors affecting HRP, Information Management in HRP – HRIS (Human Resource Information System), Job Analysis, Psychological and Behavioural Issues in HRP.</p> <p>Recruitment and Selection of managerial personnel - Factors affecting recruitment process</p>
2	Human Resource Development
	<p>Training and Development - Designing of the effective training programme Evaluation of the effective training programme, Challenges before trainers, Management Development Programme – Techniques.</p> <p>Performance Appraisal- Process, Guidelines for conducting appraisal Interviews, Ethical aspects in performance appraisal.</p> <p>Career Advancement and Succession Planning- Self-Development Mechanism and Knowledge enrichment, Managing Promotion and Transfers, Managing dismissal, Succession Planning- Problems and Issues, Culture as a factor in Succession Planning.</p>
3	Latest Development in H.R.M. and Labour Legislation
	<p>Industrial Relation Act – Prominent features and recent changes in Trade Union Act 2016, Factories Act 1961, Industrial Disputes Act 1950.</p> <p>Prominent features and recent changes to Child and Women Labour Act 1986, Social Security Act 2016, Prevention of Sexual harassment Act, 2013.</p> <p>Prominent features and recent changes to Employees Acts like payment of Gratuity Act 2015, Provident Fund Act 1952, Minimum Wages Act 2016 and Payment of Wages Act 1991, Workmen Compensation Act 2014/ESI Scheme.</p>
4	Emerging Issues In H.R.M
	<p>Finding Talent in the External Labor Market, Employment Agencies Finding Talent Internally, Lateral Transfers and Promoting From Within Designing an HR Talent Inventory</p> <p>Linking Recruitment to the HRM Process - Opportunities, Challenges, and Recent Developments in Recruiting Talent</p> <p>Legal Dimensions of Recruitment: Equal Employment Opportunity and Discrimination</p> <p>Talent Management – Concept, Importance, Process, Talent Management and VUCA Environment (Volatility, Uncertainty, Complexity, Ambiguity), H.R. Practices at Global level. Managing Millennial (Gen Y)</p>

REFERENCES:

- Aswathappa K. (2002) Human Resource and Personnel Management, Tata McGraw-Hill, New Delhi.
- Bhattacharyya Kumar Deepak (2006) Human Resource Managing, Excel Books, New Delhi.
- Cascio F.W. (2003) Managing Human Resources, Productivity, Quality of Life, Profits, Tata McGraw-Hill, New York.
- Chadha, N.K. Human Resource Management-issues, case studies, experiential exercises, Sri SaiPrintographers, New Delhi.
- Chadha, N.K. (2004) Recruitment and Selection-A Practical Approach, Galgotia, New Delhi.
- Chhabra T.N. (2002) Human Resource Management, Dhanpat Rai and Co. Delhi.
- Dessler Gary (1997) Human Resources Management, Prentice Hall, USA.
- Dessler Gary and Varkkey Biju (2011) Fundamentals of Human Resource Management, Content, Competencies and Applications, Dorling Kindersley (India) Pvt Ltd., India.
- Flippo, E. (2000) Personnel Management, Tata McGraw-Hill, New Delhi.
- Gupta, C.B. (2007) Personnel Management, Sultan Chand & Sons, New Delhi.
- Monappa A. Saiyadain M. (1996) Personnel Management, Tata McGraw-Hill, India.
- Rao V.P.S. (2004) Human Resource Management, Excel Books, India.
- Saiyadain S. Mirza (2003) Human Resource Management, Tata McGraw-Hill, India.
- Tripathi, P.C., (2006) Human Resource Development, Sultan Chand & Sons, New Delhi

EXAMINATION PATTERN
(Under Choice Based Credit, Grading and Semester System)
(With effect from the Academic Year: 2024-2025)
(Evaluation pattern)

1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.	

2. Question Paper Pattern (Practical/ Theory Courses) :

Maximum Marks: 60

Questions to be set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No	Particulars	Marks
Q1	A) Practical/ Theory Question	15 Marks
	OR	
	B) Practical/ Theory Question	15 Marks
Q2	A) Practical/ Theory Question	15 Marks
	OR	
	B) Practical/ Theory Question	15 Marks
Q3	A) Practical/ Theory Question	15 Marks
	OR	
	B) Practical/ Theory Question	15 Marks
Q4	A) Practical/ Theory Question	15 Marks
	OR	
	B) Practical/ Theory Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business
Management Program at Semester III**

(Mandatory Course)

Rural Marketing

Modules at a glance

SN	Modules	No. of Lectures
1	Introduction to Rural Marketing	15
2	Consumer Behaviour and Rural Marketing	15
3	Agricultural Marketing	15
4	Recent Trends in Rural Marketing	15
	Total	60

SN	Objectives
1	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
2	To familiarize with the special problems related to sales in rural markets,
3	To help understand the working of rural marketing institutions.

Course Outcome No	Course Outcomes
CO1	Develop the understanding of the Indian rural economy.
CO2	Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.
CO3	Understand the concepts and techniques of marketing management and their application in rural marketing.
CO4	Understand the concept and methodology for conducting the research in rural market.

SN	Modules/Units
1	Introduction to Rural Marketing
	<p>Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics.</p> <p>Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets.</p> <p>Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.</p>
2	Consumer Behaviour and Rural Marketing
	<p>Consumer Behaviour: Characteristics of Buying Behaviour- Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence.</p> <p>Government Schemes: Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of Khadi and Village Industries Commission (KVIC).</p> <p>Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing</p>
3	Agricultural Marketing
	<p>Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing</p> <p>Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India.</p> <p>Agricultural Exports: Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural & Processed Food Products Export Development Authority (APEDA).</p>
4	Recent Trends in Rural Marketing
	<p>e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing - Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.</p> <p>Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.</p>

CASE STUDIES:

- Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry
- Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.
- Hindustan Unilever: Kan Khajura Tesan dial-in mobile radio channel offering free on-demand entertainment.

REFERENCES:

- Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata Mcgraw-Hill Publishing Company, New Delhi, 2008
- A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers, 2007
- CSG Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia. 2009
- Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi
- Agarwal A.N, Indian Economy, Vikas Publication, New Delhi.
- Ruddar, Dutt Sundaram, Indian Economy, Tata Mcgraw Hill. Publishers, New Delhi

EXAMINATION PATTERN
(Under Choice Based Credit, Grading and Semester System)
(With effect from the Academic Year: 2024-2025)
(Evaluation pattern)

1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.	

2. Question Paper Pattern (Practical/ Theory Courses) :

Maximum Marks: 60

Questions to be set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No	Particulars	Marks
Q1	A) Practical/ Theory Question OR	15 Marks
	B) Practical/ Theory Question	15 Marks
Q2	A) Practical/ Theory Question OR	15 Marks
	B) Practical/ Theory Question	15 Marks
Q3	A) Practical/ Theory Question OR	15 Marks
	B) Practical/ Theory Question	15 Marks
Q4	A) Practical/ Theory Question OR	15 Marks
	B) Practical/ Theory Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business
Management Program at Semester III**

(Mandatory Course)

Marketing Strategies and Practices

Modules at a glance

SN	Modules	No. of Lectures
1	Introduction to Marketing Strategies	15
2	Developing Marketing Strategies & Plans	15
3	Market Environmental Trends & Building Customer Value	15
4	Recent Trends in Marketing Strategies	15
	Total	60

SN	Objectives
1	To understand the concepts of Marketing Strategies
2	To learn about marketing process for different types of products and services
3	To understand the tools used by marketing managers in decision situations
4	To understand the marketing environment trends

Course Outcome No	Course Outcomes
CO1	Students will demonstrate strong conceptual knowledge in the functional area of marketing management.
CO2	Students will demonstrate effective understanding of relevant functional areas of marketing management and its application
CO3	Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

SN	Modules/Units
1	Introduction to Marketing Strategies
	<p>Introduction: Marketing Strategies – Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps</p> <p>Marketing Opportunities and Plan: Analysing Marketing Opportunities, Future of Marketing, Effective Marketing Plan.</p> <p>New Marketing Strategies: Holistic, New Brand, Service, Green and Guerrilla Marketing Strategies</p>
2	Developing Marketing Strategies & Plans
	<p>Marketing Mix: Marketing Strategy Implementation - Steps, Marketing Mix 4 P's – Importance, Alternative Marketing Mix Propositions- Profit, People, and Planet.</p> <p>Marketing Plans: Marketing Planning- Importance, Types and Content, Strategic Business Unit - Structure, SWOT Analysis.</p> <p>Defensive Marketing Strategies: Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defence Strategies.</p>
3	Market Environmental Trends & Building Customer Value
	<p>Environmental Analysis: Analysing the Macro Environment, Theories of Marketing PESTLE Analysis, VRIO Analysis, Porter's Competency Model, and Customer Perceived Value (CPV).</p> <p>Customer Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques</p> <p>Customer Loyalty: Importance, Consumer Behaviour – Impact of Personal, Cultural, Social and Psychological Factors.</p>
4	Recent Trends in Marketing Strategies
	<p>Emerging Strategies: 21st Century Marketing Strategies, Global Marketing Strategies, and Strategies for Entering Emerging Market.</p> <p>E-Marketing: Concept, Pros and Cons, Digital Marketing – Concept and features, Experiential Marketing – Concept and features, Hospitality Marketing Management.</p> <p>Social Marketing: Social Marketing - Importance, Barriers, Trends in Marketing Practices in India and across Globe.</p>

REFERENCES:

- Marketing Special Indian Edition- Dhruv Grewal, Michael Levy
- Marketing - Stanton,,Michael Etzel,Walker(Tata)
- Marketing Management - V.S.Ramaswamy and S.Namakumari
- Principles of Marketing 9th Edition - Philip Kotler and Gary Armstrong
- Marketing - Bovee and John Thill
- Marketing Models - Lilien & Kotler & Moorthy
- Case Studies in Marketing – Indian context - R.Srinivas
- Marketing Management Text And Cases in Indian Context-Dr.K.Karunakaran
- Marketing Management Text and Cases-Biplab Bose
- Marketing Management -S.A. Sherlekar13th Edition
- Marketing Management - Philip Kotler

EXAMINATION PATTERN

(Under Choice Based Credit, Grading and Semester System)

(With effect from the Academic Year: 2024-2025)

(Evaluation pattern)

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Continuous Internal Evaluation (CIE)	40 Marks
The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.	

2. Question Paper Pattern (Practical/ Theory Courses) :

Maximum Marks: 60

Questions to be set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No	Particulars	Marks
Q1	C) Practical/ Theory Question	15 Marks
	OR	
	D) Practical/ Theory Question	15 Marks
Q2	C) Practical/ Theory Question	15 Marks
	OR	
	D) Practical/ Theory Question	15 Marks
Q3	E) Practical/ Theory Question	15 Marks
	OR	
	F) Practical/ Theory Question	15 Marks
Q4	G) Practical/ Theory Question	15 Marks
	OR	
	H) Practical/ Theory Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business
Management Program at Semester III**

(Mandatory Course)

Organizational Behaviour

Modules at a glance

SN	Modules	No. of Lectures
1	Introduction to Organizational Behaviour	15
2	Foundation of Individual Behaviour	15
3	Group Dynamics and Behaviour	15
4	Emerging Challenges	15
	Total	60

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

Course Outcome No	Course Outcomes
CO1	Demonstrate the applicability of the concept of organizational behavior to understand the behaviour of people in the organization
CO2	Demonstrate the applicability of analyzing the complexities associated with management of individual behaviour in the organization.
CO3	Analyze the complexities associated with management of the group behaviour in the organization.

SN	Modules/Units
1	Introduction to Organizational Behaviour
	<p>Understanding Organizational Behaviour: Definition, Goals, Focus and Fundamentals of OB</p> <p>Concepts of OB and Inter-disciplinary approach of OB</p> <p>A Basic Model of OB: Emerging Trends</p>
2	Foundation of Individual Behaviour
	<p>Factors affecting Individual behaviour- Personal, Psychological, Organization System, Environmental.</p> <p>Personality& Perception – Nature of personality, Determinants of personality, Personality Traits., Factors Influencing Perception, Managing perception Process, Perception and OB</p> <p>Attitude – Nature, components, work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change</p>
3	Group Dynamics and Behaviour
	<p>Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems.</p> <p>Work place behaviour – Determinants of Group Behaviour, Power and Politics – Sources of Power, Types of Organizational politics.</p> <p>Conflict – Levels of Conflict, Strategies for resolving Conflict, and Guidelines for effective negotiation.</p>
4	Emerging Challenges
	<p>Stress Management – Sources, Effects, Strategies, Stress and Performance.</p> <p>Organization culture – Cultural Dimensions, Creating Organizational Culture, Maintaining Organizational Culture.</p> <p>Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.</p>

REFERENCES:

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

EXAMINATION PATTERN
(Under Choice Based Credit, Grading and Semester System)
(With effect from the Academic Year: 2024-2025)
(Evaluation pattern)

1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.	

2. Question Paper Pattern (Practical/ Theory Courses) :

Maximum Marks: 60

Questions to be set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No	Particulars	Marks
Q1	A)Practical/ Theory Question OR	15 Marks
	B)Practical/ Theory Question	15 Marks
Q2	A)Practical/ Theory Question OR	15 Marks
	B)Practical/ Theory Question	15 Marks
Q3	A)Practical/ Theory Question OR	15 Marks
	B)Practical/ Theory Question	15 Marks
Q4	A)Practical/ Theory Question OR	15 Marks
	B)Practical/ Theory Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business
Management Program at Semester III**

(Elective Course)

Entrepreneurial Management

Modules at a glance

SN	Modules	No. of Lectures
1	Entrepreneurship Development Perspective	15
2	Creating Entrepreneurial Venture	15
3	Project Management	15
4	Assistance and Incentives for Promotion and Development of Entrepreneurship	15
	Total	60

SN	Objectives
1	The course explores the creation and management of start-up businesses.
2	Students develop a business plan for a start-up business.
3	This course evaluates the necessary qualities and characteristics of the successful entrepreneurial profile.
4	It further utilizes information, financial estimates and projections, logic and critical thinking needed to recognize opportunities and to address small business problems in a multicultural, ethical and legal and competitive environment.

Course Outcome No	Course Outcomes
CO1	Identify entrepreneurial activity and its application. Define the strategic, tactical, and operational roles and functions of management of the entrepreneurial venture.
CO2	Prepare a successful business plan and a feasibility analysis.
CO3	Prepare the proper ethical and legal foundation as applied to entrepreneurship and new business ventures
CO4	Use critical thinking to formulate and execute managerial entrepreneurial strategies, plans, and procedures.
CO5	Entrepreneurial financing and assessing the financial strengths of the new venture

SN	Modules/Units
1	Entrepreneurship Development Perspective
	<p>Entrepreneurship – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Requirements of Entrepreneurial structure.</p> <p>Entrepreneurial Culture -Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture.</p> <p>Theories of Entrepreneurship- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness</p>
2	Creating Entrepreneurial Venture
	<p>Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship</p> <p>Financial Analysis of Entrepreneurial Venture- Significance, Tools of Financial Analysis, Sources of development finance</p> <p>Social Entrepreneurship- Features, Importance, Arguments (for and against) Social Entrepreneurship,</p> <p>Women Entrepreneurs – concept and special Government schemes for women entrepreneurs in India. Experiences of start-up (Successful and failing to succeed case studies)</p>
3	Project Management
	<p>Project - Concepts and Classification of Project, Search of Business Idea, Project Cycle. Project formulation-----Steps for project formulation, Project Design and network analysis – concept and network analysis techniques: PERT/ CPM.</p> <p>Project Management – Concept, Phases, Project Identification and Project Feasibility Analysis.</p>
4	Assistance and Incentives for Promotion and Development of Entrepreneurship
	<p>Incentives – Need, Promotion and development Entrepreneurship-Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organizational. NPSD - National Policy for Skill Development and Entrepreneurship 2015.</p> <p>Institutions in aid of Entrepreneurship Development - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs</p>

REFERENCES:

- Innovation and Entrepreneurship – Peter F. Drucker
- Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
- Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
- New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
- Entrepreneurship and Small Business Management – Siropolis
- The Entrepreneurial Connection - Gurmeet Naroola
- Thought Leaders – Steven Brandt.
- Corporate Entrepreneurship – Vijay Sathe
- Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations – Michael H.Morris, Donald F.Kuratko
- Intrapreneurship: Gifford Pinchot III
- Lead like an Entrepreneur – Neal Thornberry 46
- You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi
- Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

EXAMINATION PATTERN
(Under Choice Based Credit, Grading and Semester System)
(With effect from Academic Year: 2024-2025)
(Evaluation pattern)

1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.	

2. Question Paper Pattern (Practical/ Theory Courses) :

Maximum Marks: 60

Questions to be set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No	Particulars	Marks
Q1	C) Practical/ Theory Question	15 Marks
	OR	
	D) Practical/ Theory Question	15 Marks
Q2	E) Practical/ Theory Question	15 Marks
	OR	
	F) Practical/ Theory Question	15 Marks
Q3	E) Practical/ Theory Question	15 Marks
	OR	
	F) Practical/ Theory Question	15 Marks
Q4	G) Practical/ Theory Question	15 Marks
	OR	
	H) Practical/ Theory Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.

**Revised Syllabus of Courses of Master of Commerce (M.Com) Business
Management Program at Semester III**

Course: Research Ethics and Publication

Modules at Glance

Sr. No.	Modules	No. of Lectures
01	PHILOSOPHY AND ETHICS	06
02	SCIENTIFIC CONDUCT	06
03	PUBLICATION ETHICS	06
04	OPEN ACCESS PUBLISHING	06
05	PUBLICATION MISCONDUCT	06
06	DATABASES AND RESEARCH METRICS	06
	Total Lectures	36

Sr. No.	Course Objectives
1.	Analyze the role of philosophy in shaping research methodologies and scientific inquiry.
2.	Explore the implications of ethical lapses on the credibility of scientific research.
3.	Examine issues related to authorship, peer review, and conflicts of interest in publishing.
4.	Analyze the impact of open access on the dissemination of research knowledge.
5.	Understand the consequences of publication misconduct on individuals and the scientific community.
6.	Examine the use of research metrics, such as citation analysis and impact factors.

Sr. No.	Course Outcomes
CO1	Evaluate and construct persuasive arguments on moral issues, fostering critical thinking and ethical decision-making skills.
CO2	Comprehend the principles of responsible research, applying ethical standards in experimental design.
CO3	Understand ethical guidelines for publication, applying them to manuscript preparation.
CO4	Analyze the impact of open access on research visibility and assess the sustainability of open access models.
CO5	Recognize publication misconduct types and consequences.
CO6	Apply knowledge to identify and address potential cases, critically assessing institutional policies and proposing preventive educational programs.

SN.	Module/ Units
1.	PHILOSOPHY AND ETHICS
	Introduction to Philosophy: definition, nature and Scope, Concept, Branches Ethics: definition, moral philosophy, nature of moral judgements and reaction
2.	SCIENTIFIC CONDUCT
	1.Ethics concerning science and research 2. Intellectual honesty and research integrity 3. Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP) 4. Redundant publications: duplicate and overlapping publications, salami slicing 5. Selective reporting and misrepresentation of data.
3.	PUBLICATION ETHICS
	Publication ethics: definition, introduction and importance 2. Best practices /Standards setting initiatives and guidelines: COPE. WAME, etc., 3. Conflicts of interest 4. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types 5. Violation of publication ethics, authorship and contributorship 6. Identification of publication misconduct, complaints and appeals 7. Predatory publishers and journals
4.	OPEN ACCESS PUBLISHING
	1. Open access publications and initiatives 2. SHEERPA/RoMEO online resource to check publisher copyright & Self – archiving policies 3. Software tool to identify predatory publications developed by SPPU 4. Journal finder /Journal suggestion tools viz.JANE., Elsevier journal Finder, Springer Journal Suggested, etc.,
5.	PUBLICATION MISCONDUCT
	A. Group Discussions

	1. Subject-specific ethical issues, FFP, authorship 2. Conflicts of interest 3. Complaints and appeals: examples and fraud from India and abroad B. Software tools Use of plagiarism software like Turnitin, Urkund and other open source software tools
6.	DATABASES AND RESEARCH METRICS
	A. Databases 1. Indexing databases 2. Citation databases: Web of Science, Scopus, etc. B. Research Metrics 1. Impact Factor of Journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score 2. Metrics: h-index, g index, i10 index, altimetric

Reference:

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5. National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). On Being a Scientist: A Guide to Responsible Conduct in Research: Third Edition, National Academies Press.
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8. Beall, J: (2012) Predatory publishers are corrupting open access. Nature, 489(7415), 179-179.
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EXAMINATION PATTERN

(Under Choice Based Credit, Grading and Semester System)

(With effect from Academic Year: 2024-2025)

(Evaluation pattern)

1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
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2. Question Paper Pattern (Practical/ Theory Courses) :

Maximum Marks: 60

Questions to be Set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No.	Particulars	Marks
Q1	A) Practical/ Theory Question	15 Marks
	OR	
Q2	B) Practical/ Theory Question	15 Marks
	A) Practical/ Theory Question	15 Marks
Q3	OR	
	B) Practical/ Theory Question	15 Marks
Q4	A) Practical/ Theory Question	15 Marks
	OR	
	B) Practical/ Theory Question	15 Marks

Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.

Syllabus of Courses of Master of Commerce (M.Com)

Business Management Program at Semester III

Research Project

Inclusion of project work in the course curriculum of the M.Com. Program is one of the ambitious aspects in the program structure. The main objective of inclusion of project work is 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. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

Guidelines for preparation of Project Work

Work load for Project Work is 01 (one) hour per batch of 15-20 learners per week for the teacher. The learner (of that batch) shall do field work and library work in the remaining 03 (three) hours per week.

General guidelines for preparation of project work

- The project topic may be undertaken in any area of Elective Courses.
- Each of the learners has to undertake a Project individually under the supervision of a teacher guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- University/college shall allot a guiding teacher for guidance to the students based on her / his specialization.
- The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
- The Project Report shall be bounded.
- The project report should be 60 to 80 pages