

**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 IV**

**[www.rapodar.ac.in](http://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 IV**

Syllabus as per National Education Policy 2020

To be implemented from Academic Year 2025-2026

**[www.rapodar.ac.in](http://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: 2025-26

Program Specific Outcomes No.	Program Specific Outcomes
PSO1	The learners will acquire <b>disciplinary knowledge</b> in the field of Accountancy.
PSO2	The learners will enhance their <b>communication skills</b> through research-related tasks and presentations.
PSO3	The learners will apply <b>critical thinking</b> and <b>analytical reasoning</b> 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 <b>moral and ethical awareness</b> principles and practices specific to the domain in academic, professional, and social interactions.
PSO7	The learners will hone <b>research-related skills</b> 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
<b>Mandatory</b>			<b>Mandatory</b>		
1	Strategic Management	<b>06</b>	1	Corporate Finance	<b>06</b>
2	Cost and Management Accounting	<b>06</b>	2	E-Commerce	<b>06</b>
3	Business Ethics	<b>02</b>	3	Corporate Social Responsibility	<b>02</b>
<b>Electives</b>			<b>Electives</b>		
4	Economics for Business Decisions	<b>04</b>	4	Macro Economics Concepts and Applications	<b>04</b>
<b>Research Methodology</b>			<b>Research Methodology</b>		
5	Research Methodology for Business	<b>04</b>	--	-----	--
<b>On Job Training/Field Project</b>			<b>On Job Training/Field Project</b>		
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<b>Total Credits</b>		<b>22</b>	<b>Total Credits</b>		<b>22</b>

## M.com II

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

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

*(Mandatory Course)*

***Supply Chain Management and Logistics***

**Modules at a glance**

<b>SN</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Supply Chain Management	15
2	Perspectives of SCM	15
3	Introduction to Logistics	15
4	Design of SCM, Logistics and Use of Internet	15
	<b>Total</b>	<b>60</b>

<b>SN</b>	<b>Objectives</b>
1	To understand how Logistics, Supply Chain, Operations, and Channels of Distribution fit in to various types of Business viz., Manufacturing, Service and Project.
2	To understand how Transportation and Warehouse functions fits into Logistics & Supply Chain Management.
3	To understand how Managers, take decisions in Logistics and supply chain management functional area.

<b>Course Outcome No</b>	<b>Course Outcomes</b>
CO1	Demonstrate a clear understanding of the key concepts applied in logistics and supply chain management.
CO2	To highlight the importance of all activities of the supply chain and an understanding of concepts like inbound and outbound logistics, Design of SCM, Logistics and Use of Internet.
CO3	To develop skills for planning, designing the operational facilities of supply chain with the analytical and critical understanding

SN	Modules/Units
<b>1</b>	<b>Introduction to Supply Chain Management</b>
	<p>Supply Chain Management: Concept, Features, Evolution, Importance, Process and Barriers of Supply Chain Management.</p> <p>Principles and Strategies: Principles, Supply Chain Strategies – Organizations, Coordination, Innovation and Forecasting.</p> <p>Participants in SCM: Supply chain intermediaries- Concept and Types, Channels of Distribution for Industrial Goods and Consumer Goods, Channel of Distribution at Services Level, Factors for selection of suitable channels.</p>
<b>2</b>	<b>Perspectives of SCM</b>
	<p>Global perspectives: Measuring and analyzing the value and efficiency of global Supply Chain Networks, Global market forces, Types of global supply chain.</p> <p>Indian Perspectives: Measuring and Analyzing the value and efficiency of domestic Supply Chain Networks, Economic effects of supply chains.</p> <p>Customer Perspectives: Customer values, Role of customers and Ways of improving customer services in SCM</p>
<b>3</b>	<b>Introduction to Logistics</b>
	<p>Logistics Management: Concept and Process, Competitive Advantages and Three C's, Changing Logistics Environment, Reverse Logistics, Importance of Inventory Control, Bull-whip effect</p> <p>Transportation and Warehousing: Transport Functions and Participants in Transportation Decisions, Transport Infrastructure- Forms, Warehouse Functions and Operations</p> <p>Packaging and Materials Management- Consumer and Industrial Goods Packaging - Importance, Factors influencing Materials Planning, Preservation Safety and Measures of Materials Handling</p>
<b>4</b>	<b>Design of SCM, Logistics and Use of Internet</b>
	<p>SCM Plan- Demand Planning, Source of Procurement, Production or Assembly Steps, Sales return of defective or excess goods</p> <p>Use of Internet in SCM- E-market places, E-procurement, E-logistics, E-fulfillment.</p> <p>Operative Systems in SCM: Enterprise Resource Planning (ERP), Performance</p>

Modeling of supply chains using Markov chains, Inventory Control Importance, Pareto's Law New Horizon in Supply chain Management ( Careers)
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## **REFERENCES:**

- Modeling the Supply Chain-2nd edition; Shapiro, Jeremy F, Duxbury Applied Series
- Logistics and Supply Chain Management; Christopher, M (1992), Pitman Publishing, London.
- Logistics and Supply Chain Management Cases and Concepts; Raghuram and Rangaraj, Macmillan
- Supply Chain Management; N. Chandrasekaran, Oxford
- Supply Chain Logistics Management-2nd Edition; Bowersox, Closs, Cooper, McGraw Hill
- Supply Chain Management; Dubey, Kumar Sai, New Century

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

**1. Continuous Internal Evaluation System:**

<b>Continuous Internal Evaluation (CIE)</b>	<b>40 Marks</b>
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 IV**

*(Mandatory Course)*

***Advertising and Sales Management***

**Modules at a glance**

<b>SN</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Advertising Fundamentals and Media	15
2	Creativity, Social and Regulatory Framework of Advertising	15
3	Sales Management – I	15
4	Sales Management - II	15
	<b>Total</b>	<b>60</b>

<b>SN</b>	<b>Objectives</b>
1	The purpose of this course is to provide you with a working knowledge of the major frameworks, theories, and research findings in the area of advertising management.
2	The objective of this course is to provide students with a fundamental understanding of advertising and sales and its place in business, branding, and society.
3	To understand advertising from the broader Communication perspective.
4	To demonstrate preparation to comprehend the basic advertising and sales management concepts and functions.

<b>Course Outcome No</b>	<b>Course Outcomes</b>
CO1	Describe the basics of Communication process, models and objectives in marketing, understanding the determination of target audience and positioning and advertising budget
CO2	Understanding the advertising agency, its selection, compensation and maintaining relations and evaluating advertising effectiveness.

CO3	Understanding nature, types and importance of selling, Sales management process, managing ethics in selling environment
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SN	Modules/Units
<b>1</b>	<b>Advertising Fundamentals and Media</b>
	<p>Basics of Advertising : Concept and Features, Significance, Classification of Advertising, Integrated Marketing Communication (IMC) - Elements, Behavioural Model (E.K. Strong AIDA), DAGMAR Model (Russell Colley), Hierarchy of Effects (Lavidge and Steiners)</p> <p>Ad Agency : Various Functional Department, Types, Measures for gaining and reasons for loosing clients, Evaluation Criteria for Selecting an Advertising Agency, Media : New Media Options, Forms of Digital Media, Media Objectives, Criteria for Selecting Suitable Media, Methods of Setting Advertising Budget</p>
<b>2</b>	<b>Creativity, Social and Regulatory Framework of Advertising</b>
	<p>Creativity &amp; Research: Developing advertising copy - print, broadcast and digital media, Pre-test and post-test methods.</p> <p>Society: Socio-economic contribution and criticisms of advertising, professional courses and careers in the field of advertising</p> <p>Regulatory framework of advertising: Legal Framework of Advertising, Role of Information and Broadcasting Ministry (IBM), Self-Regulatory Bodies – Advertising Standards Council of India(ASCI) and Indian Broadcasting Foundation(IBF)</p>
<b>3</b>	<b>Sales Management - I</b>
	<p>Introduction: Sales Management - Features, Functions and Importance, Art of Selling – Types, Process, Qualities of an Effective Salesman.</p> <p>Sales force management: Selection Procedure, Training Methods, Motivational Factors and Compensation methods of sales personnel, Ethical Aspects.</p> <p>Sales organization : Concept, Objectives, Structure and Steps in Developing a Sales organization</p>
<b>4</b>	<b>Sales Management - II</b>

	<p>Sales planning : Concept, Process, Sales Forecasting - Methods and Limitations</p> <p>Sales controlling : Concept of Sales Budget and Sales Audit, Sales Quota - Methods and Types, Objectives and Factors Determining and Designing Sales Territory</p> <p>Recent trends - Importance of Customer Feedback, Sales Management - Data Mining, Role of IT</p> <p>Managing Talent – Ethical Aspects</p>
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## REFERENCES:

- Philip R Cateora and John L Graham, International Marketing\_Irwin McGraw Hill 1999.
- William F Arens and Courtland L Bovee, Contemporary Advertising-Irwin 1994.
- Philip Kotler and Eduardo L Roberto, Social marketing strategies for changing public behaviour- The free Press-1989.
- Jib Fowles, Advertising and popular culture-Sage Publications 1996 Mary Cross, Advertising and Culture-Prentice Hall 2001
- Rajeev Batra, John G. Myers, David A. Aaker, Advertising Management, Pearson Education
- Manendra Mohan- Advertising Management; Tata McGraw Hill
- Promotion- Stanley
- George E. Belch, Micheal A. Belch, Keyoor Purani: Advertising and Promotion; Tata McGraw Hill
- Sales Management - Richard Rstill Edward W. Cundiff
- Strategies for selling-Gerald A.Michaelson
- Sales Management Handbook – Forsyth Ptrick
- Building a Winning Sales Team – Gini Graham & Scott
- Professional Sales Management – Anderson, Hair and Bush
- Sales Management – Thomas

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

**1. Continuous Internal Evaluation System:**

<b>Continuous Internal Evaluation (CIE)</b>	<b>40 Marks</b>
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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 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 IV**

*(Mandatory Course)*

***Retail Management***

**Modules at a glance**

<b>SN</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Retail Management	15
2	Retail Management Strategy	15
3	Retail Location, Layout and Merchandising	15
4	Use of Technology and Career options	15
	<b>Total</b>	<b>60</b>

<b>SN</b>	<b>Objectives</b>
1	To provide insights into all functional areas of retailing.
2	To give an account of essential principles of retailing strategy.
3	To give a perspective of the retail environments with reference to managerial, ethical, regulatory and global scenario.

<b>Course Outcome No</b>	<b>Course Outcomes</b>
CO1	Apply a broad theoretical and technical knowledge of retail management to understand opportunities and challenges for creating excellent retailing experience.
CO2	Critically analyze and summaries market information to assess the retailing environment and formulate effective retail strategies.
CO3	Learn how to procure, display and maintain merchandise to meet daily business requirements. Understand visual merchandising and its effect on store layout and design.

CO4	Apply reasoned judgments to solve problems in a variety of retail environments with reference to managerial, ethical, regulatory and global perspectives.
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SN	Modules/Units
<b>1</b>	<b>Introduction to Retail Management</b>
	Retailing: Concept, Scope and Importance of Retailing and Retail Management, Theories of Retail change, Retail Environment Economic, Legal, Technological & Competitive Retail sector in India: Size, and Drives of Retail changes, FDI in Retailing in Indian Context Disruptions in Retailing: Changing Modern Retail Formats, Mall System, Challenges and coping mechanism by the Retail Sector, Ethics in Retailing.
<b>2</b>	<b>Retail Management Strategy</b>
	Retail Strategies: Promotional Strategies, Retail Planning Process, Retail - Market Segmentation - Concept and Significance Relationship Marketing Strategies: CRM in Retailing, Retail Value Chain, Retail life Cycle, HRM in retailing- Growing importance of HR and Challenges faced by HR in retailing Consumer Strategies: Consumer Behaviour in Retail Context, Buying Decision Process, Customer Service as a Part of Retail Strategy.
<b>3</b>	<b>Retail Location, Layout and Merchandising</b>
	Retail Location& Merchandising: Importance, Types, Steps involved in choosing a Retail Location. Merchandising: Concept and Merchandising Planning Process, Retail Branding, Merchandising Buying, Visual Merchandising Store Design and Layout: Store Design - Elements, Store Layout - Importance, Steps for Designing
<b>4</b>	<b>Use of Technology and Career options</b>
	Technologies: Use of Technologies in retailing - Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management system E-Retailing:

Formats, Challenges, Green Retailing - Concept and Importance Retail as a Career: Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager
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**REFERENCES:**

- Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
- Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
- SwapnaPuadham, Retail Management -Text and Cases, Tata McGraw Hill, 2nd Edition, 2008.
- Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
- Sivakumar, Retail Marketing, Excel Books, First Edition, 2007.
- Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

**EXAMINATION PATTERN**  
**(Under Choice Based Credit, Grading and Semester System)**  
**(With effect from Academic Year: 2023-2024)**  
**(Evaluation pattern)**

**1. Continuous Internal Evaluation System:**

<b>Continuous Internal Evaluation (CIE)</b>	<b>40 Marks</b>
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 IV**

*(Mandatory Course)*

***Tourism Management***

**Modules at a glance**

SN	Modules	No. of Lectures
1	Introduction to Tourism Management	15
2	Introduction to Tourism Management	15
3	International Tourism Environment – Lesson to be learnt	15
4	Sustainable and green tourism	15
	<b>Total</b>	<b>60</b>

SN	Objectives
1	This course introduces the concept of tourism, its, growth and development, motivations for travel, role of tourism as an economic intervention, global nature of tourism, tourism products and emerging trends in tourism industry.
2	The course makes the students aware of the various marketing functions and techniques related to the field of tourism and hospitality.

Course Outcome No	Course Outcomes
CO1	Expose the students how to formulate the tourism policy
CO2	Discuss the different phases of Indian tourism policy making journey.
CO3	Provide Knowledge of making plans and steps of planning for tourism development and especially Sustainable and green tourism.
CO4	To make the students understand the nature of International Tourism Environment.

SN	Modules/Units
<b>1</b>	<b>Introduction to Tourism Management</b>
	<p>Tourism – Concept, Characteristics Importance and Types of Tourism – Inbound Tourism Tourism Industry: Concept, Nature, Structure and Components, Career options in Tourism.</p> <p>Tourism Destination: Concept, Elements, Tourism Destination Planning – Process and Importance</p>
<b>2</b>	<b>Introduction to Tourism Management</b>
	<p>Introduction- Consumer Buying Behavior and Market Segmentation</p> <p>Pricing</p> <p>Promotion and Direct Marketing Packaging and</p> <p>Programming Tourism Resource Planning</p>
<b>3</b>	<b>International Tourism Environment – Lesson to be learnt</b>
	<p>Malaysia Model</p> <p>Dubai Tourism Model</p> <p>Sustainable tourism model: Bhutan</p> <p>Community Based model : Konkan (India)</p> <p>Wellness Tourism: Kerala ( India)</p> <p>Role of Institutions and organizations in promoting International Tourism -WTTC, IATO, TAAI, ITDC.</p>
<b>4</b>	<b>Sustainable and green tourism</b>
	<p>Introduction to Sustainable Tourism &amp; Global Concerns</p> <p>Approaches to Sustainable Tourism, Code of Conduct for safe and sustainable Tourism in India</p> <p>Environmental Impact Assessment</p> <p>Green Tourism</p> <p>Sustainable Tourism and Community Development</p> <p>Restrictions and Considerations in Sustainable Tourism Planning</p> <p>Major Tourism schemes of Government of India- Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Incredible India Campaign.</p>

## **REFERENCES:**

- Mill and Morrison, (1992), *The Tourism System: An Introductory Text*, Prentice Hall.
- Cooper, Fletcher et al, (1993), *Tourism Principles and Practices*, Pitman.
- Burkart and Medlik, (1981), *Tourism: Past, Present and Future*, Heinemann, ELBS.
- Mill, R.C., (1990), *Tourism: The International Business*, Prentice Hall, New Jersey.
- Bhatia, A.K., - *International Tourism*
- Seth, P.N., (1999) *Successful Tourism Management (Vol 1 &2)*
- Pender & Sharpley, R. *The Management of Tourism*, Sage Publications.
- Page, J.Stephen & Brant, P. *Tourism: A Modern Synthesis*, Thomson London 60
- Michel, M. & Cortman *Introduction to travel and Tourism: An international Approach*, Van Nostrand Reinhold, New York.

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

**1. Continuous Internal Evaluation System:**

<b>Continuous Internal Evaluation (CIE)</b>	<b>40 Marks</b>
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 arks
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 arks
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 IV**

*(Elective Course)*

***Management of Business Relations***

**Modules at a glance**

<b>SN</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Management of Business Relations	15
2	Customer and Channel Relationship Management	15
3	Employee Relationship Management	15
4	Supplier, Investors and Community Relationship Management	15
	<b>Total</b>	<b>60</b>

<b>SN</b>	<b>Objectives</b>
1	This course in Management of Business Relations is framed to help the students to learn the concepts related to Business relationship management , CRM and Relationship management so as to understand how to successful run Business and smooth functioning of an organization in today's dynamic environment.
2	To understand the concepts of Employee and Supplier, Investors and Community Relationship Management

<b>Course Outcome No</b>	<b>Course Outcomes</b>
CO1	Understand fundamental concepts and principles of Business relations, including the basic roles, skills, and impact of management.
CO2	Understand realistic and practical applications of management concepts.
CO3	To identify the Problems & Challenges of Employee Relations.

SN	Modules/Units
<b>1</b>	<b>Introduction to Management of Business Relations</b>
	<p>Business Relations - Need, Importance of Business relations, Business Relationship Management (BRM) Competencies.</p> <p>Business Relation Manager- Role, qualities, Skills.</p> <p>Business Relations- Principles, Steps, Trends, Impact of Communication on Business Relations.</p>
<b>2</b>	<b>Customer and Channel Relationship Management</b>
	<p>Customer Relations Management: Concept, Characteristics of an empowered customer, Approaches &amp;Types, Role of Customer Relations Manager.</p> <p>Designing and developing customer Value- Turning customers to loyal clients, Strategic Framework for CRM, E-CRM: Concept and Benefits, Steps, Successful CRM implementation.</p> <p>Channel Relationship - Concept, importance, Challenges, Elements contributing to effective channel relationships.</p>
<b>3</b>	<b>Employee Relationship Management</b>
	<p>Employee Relationship Management - Concept, Objectives of Employee Relations , Approaches to Employee Relations,</p> <p>Role of Employee Relations Manager, Prospects &amp; Importance of Industrial Relations, Problems &amp; Challenges of Employee Relations, Key Drivers for shifting from Industrial Relations to Employee Relations,</p> <p>Strategic Framework for ERM, Factors influencing ERM, Essentials of an effective ERM, ERM strategy</p>
<b>4</b>	<b>Supplier, Investors and Community Relationship Management</b>
	<p>Supplier Relations – Concept, Supplier Segmentation Pyramid, Supplier Improvement Process for better relations, Challenges.</p> <p>Investors Relations –Concept, Focus, Keys to successful investor’s relations, Enhancing shareholders loyalty and retention.</p> <p>Stakeholder relations- Types of stakeholders, Role of business in social development, strategies to improve community relations, impact of community relations on business</p>

## **REFERENCES:**

- G Shainesh & Jagdish N Sheth, Customer Relationship Management- A Strategic Approach ,
- J N Sheth, Atul Parvatiyar, G. Shainesh Customer Relationship Management, 2001,
- Gardner, M & Palmer, G. Employment Relations, Industrial Relations and Human Resource management in Australia Ithaca, ILR Press, 1995
- Jacoby, S M The Workers of nations: Industrial Relations in Globalized Economy, Oxford, Oxford University Press, 1994
- Locke, R etc. Employment Relations in a Changing World Economy, Cambridge, MIT Press, 1995
- Jossey-Bass, (2005), Management Skills, Business & Management Series, JosseyBass A. Wiley Imprint.

## EXAMINATION PATTERN

(Under Choice Based Credit, Grading and Semester System )

(With effect from Academic Year: 2024-2025)

(Evaluation pattern)

### 1. Continuous Internal Evaluation System:

<b>Continuous Internal Evaluation (CIE)</b>	<b>40 Marks</b>
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	
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 Analytics Program at Semester IV**

## **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:
  - a. Font type: Times New Roman
  - b. Font size: 12-For content, 14-for Title
  - c. Line Space : 1.5-for content and 1-for in table work
  - d. Paper Size: A4
  - e. Margin : in Left-1.5, Up-Down-Right-1
- The Project Report shall be bounded.
- The project report should be 60 to 80 pages