

S.P. Mandali's

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

Matunga, Mumbai-400019

Course Structure

For

Post Graduate Program

M.Com. (International Business)

Semester I

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. (International Business)

Semester I

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.
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M.Com-I

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<i>Mandatory</i>			<i>Mandatory</i>		
1	International Business Management	06	1	International Finance	06
2	Cross Culture Management	06	2	E-Commerce	06
3	Business Ethics	02	3	Corporate Social Responsibility	02
<i>Electives</i>			<i>Electives</i>		
3	R – Lab Course	04	3	Economics for Managers	04
<i>Research Methodology</i>			<i>Research Methodology</i>		
4	Research Methodology for Business	04	---	-----	
<i>On-Job Training / Field Project</i>			<i>On Job Training / Field Project</i>		
-----	-----		4	International Business Management Based Project	04
Total Credits		22	Total Credits		22

M.Com-II

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
Mandatory			Mandatory		
1	Relationship Management	06	1	International Marketing	06
2	Financial Accounting & Analysis	06	2	Global Supply Chain Management	06
Elective Courses(EC)			Elective Courses(EC)		
3	*Any one courses from the following list of the courses A. Foreign Trade Management B. Introduction to Business Analytics C. Organizational Behavior	06	3	*Any one courses from the following list of the courses A. International Financial Regulatory Bodies B. Corporate Finance C. Python for Data Science Lab course	06
RESEARCH METHODOLOGY			RESEARCH METHODOLOGY		
4	Statistical Tools and Techniques of Research	02	----	-----	
RESEARCH PROJECT			RESEARCH PROJECT		
	Research Project/Internship	04		Research project	06
TOTAL CREDITS		22	TOTAL CREDITS		22

Note: Project work is considered as a special course involving application of knowledge in solving/ analyzing/ exploring a real life situation/difficult problem. Project work would be of 06 credits. A project work maybe undertaken in any area of Elective courses.

Master of Commerce (M.Com)

INTERNATIONAL BUSINESS PROGRAM

Under Choice Based Credit, Grading, and Semester System Course Structure

Semester I

No. of Courses	Semester I	Credits
	<i>Mandatory</i>	
1	International Business Management	06
2	Cross Cultural Management	06
3	Business Ethics	02
	<i>Electives</i>	
4	R- Lab Course	04
	<i>Research Methodology</i>	
5	Research Methodology for Business	04
	Total Credits	22

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

1. International Business Management

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to International Business	15
2	International Business Environment and International Institution	15
3	International Financial Environment	15
4	Emerging Issues in International Business Environment	15
Total		60

SN	Objectives
1	To familiarize the students with the concepts, functions and practices of international business.
2	To enable them get global perspective on issues related to business

Course Outcome No.	Course Outcomes
CO 1	Engaging in international business allows companies to diversify revenue streams, reducing dependence on a single market.
CO 2	Understanding different cultures and business practices fosters better international relationships and successful negotiation strategies.
CO 3	Diversifying operations across multiple countries can help spread risk and minimize the impact of economic or political instability in specific regions.

SN	Modules/ Units
1	Introduction to International Business and International Institutions
	Importance, Nature and Scope of International Business; Modes of Entry into International Business, EPRG Framework, Internationalization Process. Globalisation: Meaning, Implications, Globalisation as a Driver of International Business. The Multinational Corporations (MNCs) – Evolution, Features and Dynamics of the Global Enterprises. Consequences of Economic Globalisation, Reverse Globalisation. WTO, IMF, World Bank, UNCTAD.
2	International Business Environment and emerging issues
	Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Technological Environment. Growing Concern for Ecology, Digitalisation; Outsourcing and Global Value Chains. Labour and Other Environmental Issues, Impact of Pandemic COVID-19 on International Trade.
3	International Financial Environment
	Foreign Investments - Pattern, Structure and Effects. Theories of Foreign Direct Investment, Traditional and Modern Theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI Contrasted with FPI. Basics of Forex Market.
4	International Trade concepts and trends in international trade of India
	Concept and Significance of Balance of Payments, Current and Capital Account Components. Introduction to the Basic Concept of IFRS. India's Balance of Payment and Balance of Trade Institutes supporting Foreign Trade: DGFT, EXIM Bank, ECGC, Export Promotion Councils, EPZ, EOU & SEZ.

Suggested Readings

- Charles W Hill: International Business, TMH Publishing Company Ltd.
- Darrell Mahoney: International Business, Longman, 1998.
- Donn Ball & Wendell McCulloch: International Business, Irwin McGraw Hill, 1999.
- John D. Daniels & Lee Radfaugh: International Business, Pearson 2003.
- John. J. Wild (et al): International Business, Prentice Hall of India, 2003.
- Michael Zinkata (et al): Global Business, Dryden Press 1988.
- Richard M. Schaffer (et al): International Business Law and its environment, Thomson 2002.
- WTO Annual Reports, Geneva.
- WTO, Overview of Developments in the International Trading Environments, Annual report by the Director General WTO, Nov. 22, 2000.
- The International Business Environment – Sundaram & Black – Prentice Hall.
- World Resources & Trade - Khanna & Gupta.
- International Trade – Law & Practice – Motiwal & Awasthi.
- Legal Environment Today – Miller & Roger Leroy

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 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	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q2	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q3	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q4	Practical Question	15 Marks
	OR Practical 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) International Business Management
Program at Semester I**

2. Business Ethics

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
Total		30

SN	Objectives
1	To familiarize the learners with the concept and relevance of Business Ethics in the modern era
2	To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

Course Outcome No.	Course Outcomes
CO 1	Understand the concept and importance of business ethics. Recognize the role of Indian ethos, ethics, values, and work ethos in shaping ethical behavior.
CO 2	Analyze various approaches to business ethics: Evaluate different ethical theories, including Friedman's Economic theory, Kant's Deontological theory, and Mill & Bentham's Utilitarianism theory, and understand how these theories guide ethical decision-making in business.
CO 3	Understand the evolution of corporate governance and its principles. Evaluate the corporate governance regulatory framework in India.
CO 4	Analyze, and Application ethical issues, make informed decisions, and contribute to the establishment of ethical practices and effective corporate governance within organizations.

SN	Modules/ Units
1	Introduction to Business Ethics
	<p>Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics, and Values, Work Ethos.</p> <p>Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</p> <p>Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory</p> <p>Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.</p>
2	Indian Ethical Practices and Corporate Governance
	<p>Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance, Regulatory Framework of Corporate Governance in India, SEBI Guidelines and Clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.</p> <p>Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences</p>

Suggested Readings

- Sharma J.P ‘ Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi
- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt Ltd, New Delhi
- S.K.Bhatia, Business Ethics and Corporate Governance
- William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publishing Company.
- Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India
- R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi
- Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.
- Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.
- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Blow field ,Michael and Alan Murray, Corporate Responsibility, Oxford University Press,
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 2007
- Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997
- Francesco Perrini, Stefano and AntonioTencati, Developing CSR- A European Perspective , Edward

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(With effect from Academic Year: 2024-2025)
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1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
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2. Question Paper Pattern (Practical 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	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q2	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q3	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q4	Practical Question	15 Marks
	OR Practical 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) International Business Management Program at Semester I

3. Cross-Cultural Management

Modules at a Glance

S N	Modules	No. of Lectures
1	Cultural Competence	15
2	Cross-Cultural Dynamics	15
3	Culture and Communication	15
4	Managing cross-culture	15
	Total	60

SN	Objectives
1	To familiarize the existence of various international business standards • Know basic differences in international business operations
2	To enable learners to Understand and explain issues of cultural awareness when conducting international business

Course Outcome No.	Course Outcomes
CO 1	Analyze and navigate the challenges and opportunities that arise from cultural differences in the workplace.
CO 2	Develop the understanding of strategies for managing and leading multicultural teams and organizations.
CO 3	Learn how to communicate effectively and collaborate with individuals from different cultural backgrounds.
CO 4	Apply cultural intelligence to adapt and communicate effectively in cross-cultural interactions.

SN	Modules/ Units
1	Cultural Competence
	Culture; Models of culture; Measurement of culture; Cross-cultural differences and their role and effects in the workplace. Cultural intelligence and cross-cultural competencies; Models of cultural intelligence; Development of cultural intelligence; Role of cultural intelligence and its effects in the workplace. Ethics and Justice in Cross-Cultural Context,
2	Cross-Cultural Dynamics
	Culture and Organizations: Culture and corporate structures – Culture and Leadership -Culture and Strategy – Cultural change in Organizations-- Cultural Diversity. Multi-cultural teams and workgroups, Teamwork models, Challenges and Best Practices of collaboration across cultures, time zones, national borders, and institutional differences, Global Virtual Teams Concept of cosmopolitanism in management -The changing role of the manager
3	Culture and Communication
	Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally Skills necessary within a cross- cultural setting - Adaptation skills - Relationship skills - Communication skills , Cross-cultural differences in communication styles, Role of language and cultural differences in organizational communication, Technology-assisted communication in global virtual teams.
4	Managing cross-culture
	Managing cross-culture -Managing multicultural forces -National versus Corporate culture -The cross-cultural puzzle -Development of cross-cultural global leader- Management of immigrant and in-patriate employees, Management of workers at overseas offices.

Suggested Readings

- Beer, L. A. (2012). Essential Concepts of Cross-Cultural Management : Building on What We All Share (Vol. 1st ed). [New York, N.Y.] [222 East 46th Street, New York, NY 10017]: Business Expert Press.
- Cultures and Organizations, Software of the mind. Intercultural Cooperation and Its Importance for survival. (2010). McGraw-Hill..
- Moran, R.T. Managing Cultural Differences: Global Leadership Strategies for the 21st Century / Robert T. Moran, Philip R. Harris, Sarah V. Moran. – 7th ed. – Burlington; Oxford: Elsevier Inc.,2007

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(Evaluation pattern)

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Continuous Internal Evaluation (CIE)	40 Marks
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2. Question Paper Pattern (Practical 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	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q2	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q3	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q4	Practical Question	15 Marks
	OR Practical 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) International Business Management Program at Semester I

4. R– Lab course

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to R	15
2	Matrices, Arrays and Data Frames	15
4	Series and Data Frames	15
	Total	45

SN	Objectives
1	To enable the students to know about the information needs of Management
2	To introduce the concepts of data analysis methods
3	To have hands-on training of Statistical Data Analysis through R Programming and Python Programming

Course Outcome No.	Course Outcomes
CO 1	Evaluate the Manipulate matrices: Create and manipulate matrices in R, and perform operations such as addition, subtraction, and multiplication. Understand the fundamentals of R: Describe the basic features and functionalities of the R programming language and environment.
CO 2	Understand the fundamentals of R: Describe the basic features and functionalities of the R programming language and environment.
CO 3	Understand the concept of arrays in R and perform array operations, including reshaping, indexing, and slicing arrays for data manipulation and analysis.

SN	Modules/ Units
1	Introduction to R
	Introducing to R – R Data Structures – Help functions in R – Vectors – Scalars – Declarations – recycling – Common Vector operations – Using all and any – Vectorised operations – NA and NULL values – Filtering – Vectorised if-then else – Vector Equality – Vector Element names
2	Matrices, Arrays and Data Frames
	Creating matrices – Matrix operations – Applying Functions to Matrix Rows and Columns – Adding and deleting rows and columns – Vector/Matrix Distinction – Avoiding Dimension Reduction – Higher Dimensional arrays – lists – Creating lists – General list operations – Accessing list components and values – applying functions to lists – recursive lists Creating Data Frames – Matrix-like operations in frames – Merging Data Frames – Applying functions to Data frames – Factors and Tables – factors and levels – Common functions used with factors – Working with tables
3	Series and data Frame
	The Series Data Structure, Querying a Series, The DataFrame Data Structure, DataFrame Indexing and Loading, Querying a DataFrame, Indexing Dataframes, Merging Dataframes , Data Aggregation and Group Operations, Time Series, Date and Time Data Types and Tools, Time Series Basics, Date Ranges, Frequencies, and Shifting, Time Zone Handling, Periods and Period Arithmetic, Resampling and Frequency Conversion, Time Series Plotting, Moving Window Functions

Suggested Readings

1. "R Cookbook", Paul Teetor
2. "R for Data Science", Garrett Golemund and Hadley Wickham
3. "Hands-On Programming with R", Garrett Golemund
4. "An Introduction to Statistical Learning: With Applications in R", Daniela Witten, Gareth James Robert Tibshirani, and Trevor Hastie
5. "Learning Python", David Ascher and Mark Lutz
6. "Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython", Wes McKinney
7. "Introduction to Machine Learning with Python: A Guide for Data Scientists", Andreas C. Muller and Sarah Guido

EXAMINATION PATTERN

(Under Choice Based Credit, Grading and Semester System)
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(Evaluation pattern)

1. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
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2. Question Paper Pattern (Practical 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	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q2	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q3	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q4	Practical Question	15 Marks
	OR Practical 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) International Business Management Program at Semester I

5. Research Methodology for Business

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Research	15
2	Research Process	15
3	Data Processing and Statistical Analysis	15
4	Research Reporting and Modern Practices in Research	15
	Total	60

SN	Objectives
1	To enhance the abilities of learners to undertake research in business & social sciences
2	To enable the learners to understand, develop and apply the fundamental skills in formulating research problems
3	To enable the learners in understanding and developing the most appropriate methodology for their research
4	To make the learners familiar with the basic statistical tools and techniques applicable for research

Course Outcome No.	Course Outcomes
CO 1	Understand the research process: Identify the key components of the research process, including formulating research questions or hypotheses, designing research studies, collecting data, analyzing data, and drawing conclusions. Recognize the importance of ethical considerations in research.
CO 2	Apply data processing techniques: Utilize appropriate techniques for data processing, including data cleaning, data coding, data entry, and data transformation, to ensure data quality and integrity for analysis.
CO 3	Interpret statistical results: Interpret the results of statistical analysis in the context of research questions or hypotheses, and effectively communicate the findings in a clear and meaningful manner.
CO 4	Develop effective research communication: Develop effective oral and written communication skills to present research findings, including creating research posters, delivering presentations, and writing research reports or academic papers.

SN	Modules/ Units
1	Introduction to Research
	Features and Importance of research in business, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research. Formulation of research problem, Research Design, significance of Review of Literature Hypothesis: Formulation, Sources, Importance and Types Sampling: Significance, Methods, Factors determining sample size
2	Research Process
	Stages in Research process Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data Secondary data: Sources and Limitations, Factors affecting the choice of method of data collection. Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire
3	Data Processing and Statistical Analysis
	Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis. Testing of Hypotheses – Parametric Test-t test, f test, z test Non-Parametric Test -Chi square test, ANOVA, Factor Analysis Interpretation of data: significance and Precautions in data interpretation
4	Research Reporting and Modern Practices in Research
	Research Report Writing: Importance, Essentials, Structure/Layout, Types References, and Citation Methods: APA (American Psychological Association) Footnotes and Bibliography Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

Suggested Readings

1. Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
2. Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
3. Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
4. Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
5. Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
6. Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
7. SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
8. Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
9. Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
10. Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
11. Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
12. Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York Research and Methodology in Accounting and Financial Management, J.K Curtis
13. Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
14. Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
15. Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009

EXAMINATION PATTERN

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(Evaluation pattern)

3. Continuous Internal Evaluation System:

Continuous Internal Evaluation (CIE)	40 Marks
<p>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.</p>	

4. Question Paper Pattern (Practical 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	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q2	Practical Question	15 Marks
	OR Practical Question	15 Marks
Q3	Practical Question	15 Marks
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