

M. Com. Subjects

M.Com I

Semester I- 1) Strategic Management 2) Economics for Business Decisions 3) Cost & Management Accounting/ Services Marketing 4) Business Ethics and Social Responsibility

Semester II- Research Methodology for Business 2) Macro Economics: Concepts & Applications 3) Corporate Finance/ Retail Management (Advanced Marketing Management)
4) E-Commerce

M.Com II

Semester III- 1) Rural Marketing 2) Entrepreneurship 3) Organisational Behaviour 4) Internship/ Project

Semester IV- 1) Supply Chain Management & Logistics 2) Brand Management 3) Management of Business Relations 4) Research-based Project

Syllabus of Courses of Master of Commerce (M.Com) Programme at Semester I

1. Strategic Management Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Strategic Management	15
2	Strategy Formulation, Implementation and Evaluation	15
3	Business, Corporate and Global Strategies	15
4	Emerging Strategic Trends	15
Total		60

Objectives

SN	Objectives
1	To enable the learners to understand new forms of Strategic Management concepts and their use in business
2	To provide information pertaining to Business, Corporate and Global Reforms
3	To develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions
4	To acquaint the learners with recent developments and trends in the business corporate world

SN	Modules/ Units
1	Introduction to Strategic Management
	<ul style="list-style-type: none"> • Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Benefits and Risks of Strategic Management. • Levels of Strategies: Corporate, Business and Operational Level Strategy • Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy , Operational Strategy • Business Environment: Components of Environment- Micro and Macro and Environmental Scanning
2	Strategy Formulation, Implementation and Evaluation
	<ul style="list-style-type: none"> • Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation. • Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, • ETOP- Environmental Threat and Opportunity Profile, Strategic Choice- Factors and Importance. • Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance & Challenges • Strategic Evaluation and Control: Importance, Limitations and Techniques • Budgetary Control: Advantages, Limitations
3	Business, Corporate and Global Strategies
	<ul style="list-style-type: none"> • Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors and Causes. • Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances and International Businesses • Public Private Participation: Importance, Problems and Governing Strategies of PPP Model. • Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business
4	Emerging Strategic Trends
	<ul style="list-style-type: none"> • Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India. • Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering • Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies. • Start-up Business Strategies and Make in India Model: Process of business start ups and its Challenges, Growth Prospects and government initiatives in Make in India Model with reference to National manufacturing, Contribution of Make in India Policy in overcoming industrial sickness

Reference Books

Strategic Management

- Ñ *Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia*
- Ñ *Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi*
- Ñ *Globalization, Liberalization and Strategic Management - V. P. Michael*
- Ñ *Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi*
- Ñ *Strategic Management – Fred R. David, Published by Prentice Hall International*
- Ñ *Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications*
- Ñ *Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill*
- Ñ *Public Enterprise Management and Privatisation – Laxmi Narain Published by S.Chand & Company Ltd, New Delhi*
- Ñ *Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd*
- Ñ *Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford*
- Ñ *At Risks Natural Hazards, People’s Vulnerability and Disasters- Wisner Ben P. Blaikie, T Cannon and I.davis, Published by Wiltshire Routledge*
- Ñ *Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai*
- Ñ *Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press*
- Ñ *Gaining and Sustaining Competitive Advantage, Jay B. barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi*
- Ñ *Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi*
- Ñ *Public Sector Perspective, by Dr M.Veerappa Moily*
- Ñ *The Impact of Private sector participation in Infrastructure- Lights, shadows and the Road ahead by Andres, Luis, Guasch, luis, J. Thomas, Haven & Foster, World Bank, Washington*

3. Services Marketing

Module at a Glance

SN	Modules	No. of Lectures
1	Introduction of Services Marketing	15
2	Key Elements of Services Marketing Mix	15
3	Managing Quality Aspects of Services Marketing	15
4	Marketing of Services	15

Objectives

SN	Objectives
1	To understand distinctive features of services and key elements in services marketing
2	To provide insight into ways to improve service quality and productivity
3	To understand marketing of different services in Indian context

Service Marketing

SN	Modules/ Units
1	<i>Introduction of Services Marketing</i>
	<ul style="list-style-type: none"> • <i>Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services</i> • <i>Role of Services in Modern Economy, Services Marketing Environment</i> • <i>Goods vs Services Marketing, Goods Services Continuum</i> • <i>Consumer Behaviour, Positioning a Service in the Market Place</i> • <i>Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</i> • <i>Type of Contact: High Contact Services and Low Contact Services</i> • <i>Sensitivity to Customers' Reluctance to Change</i>
2	<i>Key Elements of Services Marketing Mix</i>
	<ul style="list-style-type: none"> • <i>The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting</i> • <i>Branding of Services – Problems and Solutions</i> • <i>Options for Service Delivery</i>
3	<i>Managing Quality Aspects of Services Marketing</i>
	<ul style="list-style-type: none"> • <i>Improving Service Quality and Productivity</i> • <i>Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</i> • <i>The SERVQUAL Model</i> • <i>Defining Productivity – Improving Productivity</i> • <i>Demand and Capacity Alignment</i>

4	Marketing of Services
	<ul style="list-style-type: none"> • <i>International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</i> • <i>Factors Favouring Transnational Strategy</i> • <i>Elements of Transnational Strategy</i> • <i>Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</i> • <i>Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector</i>

Reference Books

1. Valarie A. Zeuhaml & Mary Jo Bitner, *Service Marketing*, Tata McgrawHill, 6th Edition
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, *Service Marketing People, Technology, Strategy – A South Asian Perspective*, Pearson Education, 7th Edition
3. Ramneek Kapoor, Justin Paul & Biplob Halder, *Services Marketing-Concepts And Practices*, McgrawHill, 2011
4. Harsh V. Verma, *Services Marketing Text & Cases*, Pearson Education, 2nd Edition
5. K. Ram Mohan Rao, *Services Marketing*, Pearson Education, 2nd Edition, 2011
6. C. Bhattacharjee, *Service Sector Management*, Jaico Publishing House, Mumbai, 2008
7. Govind Apte, *Services Marketing*, Oxford Press, 2004

4. Business Ethics and Corporate Social Responsibility

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
3	Introduction to Corporate Social Responsibility	15
4	Areas of CSR and CSR Policy	15
Total		60

Objectives

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

SN	Modules/ Units
1	Introduction to Business Ethics
	<ul style="list-style-type: none"> • Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos, • Sources of Ethics, Concept of Corporate Ethics, code of Ethics- Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee. • Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory • Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa, • Emergence of new values in Indian Industries after economic reforms of 1991
2	Indian Ethical Practices and Corporate Governance
	<ul style="list-style-type: none"> • Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents • 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. • Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
3	Introduction to Corporate Social Responsibility
	<ul style="list-style-type: none"> • Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society. • Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India. • CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India. • Role of NGO’s and International Agencies in CSR, Integrating CSR into

	Business
4	Areas of CSR and CSR Policy
	<ul style="list-style-type: none"> • CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society. • CSR and environmental concerns. • Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR • Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR. • CSR and Sustainable Development • CSR through Triple Bottom Line in Business

***Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester II***

1. 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

Objectives

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

SN	Modules/ Units
1	Introduction to Research
	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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 – <ul style="list-style-type: none"> ▪ 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
	<ul style="list-style-type: none"> • Research Report Writing: Importance, Essentials, Structure/ layout, Types • References and Citation Methods: <ul style="list-style-type: none"> ▪ APA (American Psychological Association) ▪ CMS (Chicago Manual Style) ▪ MLA (Modern Language Association) • Footnotes and Bibliography • Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

3. Retail Management

Modules at a Glance

SN	Modules	No. of Lectures
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
Total		60

SN	Modules/ Units
1	Introduction to Retail Management
	<ul style="list-style-type: none"> • Retailing: Concept, Scope and Importance of Retailing and Retail Management, Retail Formats, 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 • Recent Trends in Retailing: Modern Retail Formats, Mall System, Challenges Faced by the Retail Sector, Ethics in Retailing.
2	Retail Management Strategy
	<ul style="list-style-type: none"> • Retail Strategies: Promotional Strategies, Retail Planning Process, Retail -

	<p>Market Segmentation - Concept and Significance</p> <ul style="list-style-type: none"> • 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.
3	Retail Location, Layout and Merchandising
	<ul style="list-style-type: none"> • 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
4	Use of Technology and Career options
	<ul style="list-style-type: none"> • 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

4. E-Commerce

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Electronic Commerce –Evolution and Models	15
2	World Wide Web and E-enterprise	15
3	E-marketing and Electronic Payment System	15
4	Legal and Regulatory Environment and Security issues of E-commerce	15
Total		60

Objectives

SN	Objectives
----	------------

1	To provide an analytical framework to understand the emerging world of e-commerce
2	To make the learners familiar with current challenges and issues in e-commerce
3	To develop the understanding of the learners towards various business models
4	To enable to understand the Web-based Commerce and equip the learners to assess e-commerce requirements of a business
5	To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce

SN	Modules/ Units
1	Introduction to Electronic Commerce –Evolution and Models
	<ul style="list-style-type: none"> • Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E-Commerce. • Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions. • Business Models of E-Commerce- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G) • Concepts of other models of E-commerce. • Business to Consumer E-Commerce process, Business to Business E-Commerce- Need and Importance, alternative models of B2B E-Commerce. • E-Commerce Sales Product Life Cycle (ESLC) Model
2	World Wide Web and E-enterprise
	<ul style="list-style-type: none"> • World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. • EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in E-commerce. • Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM. • Managing the E-enterprise- Introduction, Managing the • E-enterprise, Comparison between Conventional and • E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise
3	E-marketing and Electronic Payment System

	<ul style="list-style-type: none"> • E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media. • E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiatives, The pros and cons of online shopping, Justify an Internet business. • Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems. • Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment
SN	Modules/ Units
4	Legal and Regulatory Environment and Security issues of E-commerce
	<ul style="list-style-type: none"> • Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. • Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence. • Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property. • Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure

Reference Books

Reference Books
Strategic Management
<p>Ñ <i>Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia</i></p> <p>Ñ <i>Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi</i></p> <p>Ñ <i>Globalization, Liberalization and Strategic Management - V. P. Michael</i></p> <p>Ñ <i>Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi</i></p> <p>Ñ <i>Strategic Management – Fred R. David, Published by Prentice Hall International</i></p> <p>Ñ <i>Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata</i></p>

McGraw Hill Publications

- Ñ *Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill*
- Ñ *Public Enterprise Management and Privatisation – Laxmi Narain Published by S.Chand & Company Ltd, New Delhi*
- Ñ *Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd*
- Ñ *Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford*
- Ñ *At Risks Natural Hazards, People’s Vulnerability and Disasters- Wisner Ben P. Blaikie, T Cannon and I.davis, Published by Wiltshire Routledge*
- Ñ *Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai*
- Ñ *Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press*
- Ñ *Gaining and Sustaining Competitive Advantage, Jay B. barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi*
- Ñ *Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi*
- Ñ *Public Sector Perspective, by Dr M.Veerappa Moily*
- Ñ *The Impact of Private sector participation in Infrastructure- Lights, shadows and the Road ahead by Andres, Luis, Guasch, luis, J. Thomas, Haven & Foster, World Bank, Washington*

Reference Books

Reference Books
Research Methodology for Business
Ñ <i>Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd</i>
Ñ <i>Business Research Methodology by T N Srivastava and Shailaja Rego, Tata McGraw Hill Education Private Limited, New Delhi</i>
Ñ <i>Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House</i>
Ñ <i>Research Methodology by Dr Vijay Upagude and Dr Arvind Shende</i>
Ñ <i>Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd</i>
Ñ <i>Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd</i>
Ñ <i>SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd</i>
Ñ <i>Foundations of Social Research and Econometrics Techniques by S.C. Srivastava,</i>

Himalaya publishing House

- ñ *Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York*
- ñ *Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc*
- ñ *Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood*
- ñ *Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York*
- ñ *Research and Methodology in Accounting and Financial Management, J.K Curtis*
- ñ *Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E*
- ñ *Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.*
- ñ *Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009*

Reference Books

E-Commerce

- ñ *Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Educatin).*
- ñ *Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi : Pearson Education).*
- ñ *Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (newDelhi : Pearson Education).*
- ñ *Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)*
- ñ *Vivek Sood Cyber Laws Simplified-TMH (2001)*
- ñ *Vakul Sharma Handbook of cyber Laws-Macmillan (2002)*
- ñ *Sundeep Oberol e Security and you-TMH (2001)*
- ñ *Greenstein & Feinman Electronic Commerce-Security, Risk Mgt and Control-TMH (2000)*
- ñ *Adam Nabll R. (Editor) Electronic Commerce: Technical Business and Legal Issues.*
- ñ *Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness*
- ñ *Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition- Tata McGrawHill Publications, 2008.*
- ñ *Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business,*

Tata McGrawHill Publications, 2008

Ñ *Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004*

Ñ *E- Commerce Strategies, Technology and applications (David) Tata McGrawHill*

Ñ *Introduction to E-commerce (jeffrey) Tata- Mcgrawhill*

Ñ *E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra*

Ñ *Web Technology : Ramesh Bangia*

Ñ *HTML – The complete Reference :*

Ñ *Gary Schneider, Electronic Commerce, Thomson Publishing.*

Ñ *Pandey, Srivastava and Shukla, E-Commerce and its Application, S. Chand*

Ñ *P.T. Joseph, Electronic Commerce – An Indian Perspective, P.H.I*

Ñ *Turban, King, Viehland& Lee, Electronic Commerce- A Managerial Perspective, Pearson.*

Ñ *IJECS International journal of Electronic Ecommerce StudiesISSN 2073-9729*<http://ijecs.academic-publication.org/>

Ñ *Electronic Commerce Research and Applications ISSN: 1567-4223*Editor-in-Chief: Robert Kauffman(<http://www.journals.elsevier.com/electronic-commerce-research-and-applications>)

Ñ *Journal of Electronic Commerce Research (JECR) ISSN: 1526-6133 (Online) 1938-9027 (Print) (http://web.csulb.edu/journals/jecr/a_j.htm)*

**Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester III**

Group B: Business Studies (Management)

1. 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	Modules/ Units
1	Introduction to Rural Marketing
	<ul style="list-style-type: none"> • Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. • Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets. • Problems of Rural Consumer: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing
2	Consumer Behaviour and Rural Marketing
	<ul style="list-style-type: none"> • Consumer Behaviour: Characteristics of Buying Behaviour- Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence. • 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). • Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing
3	Agricultural Marketing
	<ul style="list-style-type: none"> • Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing • Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India. • 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)
4	Recent Trends in Rural Marketing

	<ul style="list-style-type: none"> • E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. • Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers. • Online Marketers: Role of Online Marketers, Growth and Challenges
--	---

Group B: Business Studies (Management)

2. Entrepreneurship

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	Modules/ Units
1	Entrepreneurship Development Perspective
	<ul style="list-style-type: none"> • Entrepreneurship – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Requirements of Entrepreneurial structure. • Entrepreneurial Culture -Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture. • Theories of Entrepreneurship- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement

	by McClelland, Theory of Personnel Resourcefulness
2	Creating Entrepreneurial Venture
	<ul style="list-style-type: none"> • Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship • Financial Analysis of Entrepreneurial Venture- Significance, Tools of Financial Analysis, Sources of development finance • Social Entrepreneurship- Features, Importance, Arguments (for and against) Social Entrepreneurship, Women Entrepreneurs – concept and special Government schemes for women entrepreneurs in India.
3	Project Management
	<ul style="list-style-type: none"> • 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. • Project Management – Concept, Phases, Project Identification and Project Feasibility Analysis.
4	Assistance and Incentives for Promotion and Development of Entrepreneurship
	<ul style="list-style-type: none"> • Incentives – Need, Promotion and development Entrepreneurship- Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organisational. • NPSD - National Policy for Skill Development and Entrepreneurship 2015. • Institutions in aid of Entrepreneurship Development - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs

Group B: Business Studies (Management)

3. Organizational Behaviour

Modules at a Glance

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

SN	Modules/ Units
1	Organisational Setting
	<ul style="list-style-type: none"> • Introduction to Organisational Behaviour (OB) – Concept, Nature, Foundation, Disciplines and Scope of OB. • Evolution of OB–Evolution – Stages, Human Relations Approach – Hawthorne Experiments, Models of OB. • Organisation Design – Key factors, Steps in Organisation Structure, Organisations for future - Types.
2	Foundation of Individual Behaviour
	<ul style="list-style-type: none"> • Factors affecting Individual behaviour- Personal, Psychological, Organisation System, Environmental. • Personality & Perception – Nature of personality, Determinants of personality, Personality Traits., Factors Influencing Perception, Managing perception Process, Perception and OB • Attitude – Nature , components , work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change.
3	Group Dynamics and Behaviour

	<ul style="list-style-type: none"> • Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems. • Work place behaviour – Determinants of Group Behaviour, Power and Politics –Sources of Power, Types of Organisational politics. • Conflict – Levels of Conflict, Strategies for resolving Conflict, Guidelines for effective negotiation.
4	Emerging Challenges
	<ul style="list-style-type: none"> • Stress Management – Sources, Effects, Strategies, Stress and Performance. • Organisation culture – Cultural Dimensions, Creating Organisational Culture, Maintaining Organisational Culture. • Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.

***Syllabus of Courses of
Master of Commerce (M.Com) Programme at Semester IV***

Group B: Business Studies (Management)

1. Supply chain management and logistics

Modules at a Glance

SN	Modules	No. of Lectures
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
Total		60

SN	Modules/ Units
1	Introduction to Supply Chain Management (SCM)
	<ul style="list-style-type: none"> • Supply Chain Management: Concept, Features, Evolution, Importance, Process and Barriers of Supply Chain Management. • Principles and Strategies: Principles, Supply Chain Strategies – Organizations, Coordination, Innovation and Forecasting. • 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.
2	Perspectives of Supply Chain Management
	<ul style="list-style-type: none"> • Global perspectives: Measuring and analyzing the value and efficiency of global Supply Chain Networks, Global market forces, Types of global supply chain. • Indian Perspectives: Measuring and Analyzing the value and efficiency of domestic Supply Chain Networks, Economic effects of supply chains. • Customer Perspectives: Customer values, Role of customers and Ways of improving customer services in SCM.
3	Introduction to Logistics
	<ul style="list-style-type: none"> • Logistics Management: Concept and Process, Competitive Advantages and Three C's, Changing Logistics Environment, Reverse Logistics, Importance of Inventory Control, Bull-whip effect • Transportation and Warehousing: Transport Functions and Participants in Transportation Decisions, Transport Infrastructure-Forms, Warehouse Functions and Operations • Packaging and Materials Management- Consumer and Industrial Goods Packaging - Importance, Factors influencing Materials Planning, Preservation Safety and Measures of Materials Handling
4	Design of SCM, Logistics and Use of Internet
	<ul style="list-style-type: none"> • SCM Plan- Demand Planning, Source of Procurement, Production or Assembly Steps, Sales return of defective or excess goods • Use of Internet in SCM- E-market places, E-procurement, E-logistics, E-fulfilment, • Operative Systems in SCM: Enterprise Resource Planning (ERP), Performance Modelling of supply chains using Markov chains, Inventory Control- Importance, Pareto's Law

Group B: Business Studies (Management)

2. Brand Management

Brand Management

Module at a Glance

SN	Modules	No. of Lectures
1	Introduction to Brand Management	15
2	Planning and Implementing Brand Marketing Programs	15
3	Measuring and Interpreting Brand Performance	15
4	Growing and Sustaining Brand Equity	15

Objectives

SN	Objectives
1	To understand the meaning and significance of Brand Management
2	To Know how to build, sustain and grow brands
3	To know the various sources of brand equity

Brand Management

SN	Modules/ Units
1	Introduction to Brand Management
	a) Introduction to Brand Management: <ul style="list-style-type: none">• Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis
2	Planning and Implementing Brand Marketing Programs
	a) Planning and Implementing Brand Marketing Programs: <ul style="list-style-type: none">• Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements• Integrating Marketing Programs and Activities• Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing• Product Strategy: Perceived Quality and Relationship Marketing• Pricing Strategy: Setting Prices to Build Brand Equity• Channel Strategy: Direct, Indirect Channels

	<ul style="list-style-type: none"> • Promotion Strategy: Developing Integrated Marketing Communication Programs • Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
3	Measuring and Interpreting Brand Performance
	<p>a) The Brand Value Chain</p> <p>b) Measuring Sources of Brand Equity:</p> <ul style="list-style-type: none"> • Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association • Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses <p>c) Young and Rubicam's Brand Asset Valuator</p> <p>d) Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> • Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis • Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Inter brand's Brand Valuation Methodology
4	Growing and Sustaining Brand Equity
	<p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> • Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matri, Breadth of a Branding Strategy, Depth of a Branding Strategy • Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels • Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing <p>b) Brand Extensions:</p> <ul style="list-style-type: none"> • Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>c) Managing Brands over Time:</p> <ul style="list-style-type: none"> • Reinforcing Brands, Revitalizing Brands <p>d) Building Global Customer Based Brand Equity</p>

Reference Books

1. Keller Kevin Lane, *Strategic Brand Management: Building, Measuring and Managing Brand Equity*
2. Keller Kevin Lane, *Strategic Brand Management-2008*
3. Elliot, Richard, *Strategic Brand Management-2008*
4. Kapferer, Jean-Noel, *Strategic Brand Management-2000*
5. Kishen, Ram, *Strategic Brand Management- 2013*
6. Keller Kevin Lane, *Strategic Brand Management 4e-2015*

Group B: Business Studies (Management)

3. Management of Business Relations

Modules at a Glance

SN	Modules	No. of Lectures
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
	Total	60

SN	Modules/ Units
1	Introduction to Management of Business Relations
	<ul style="list-style-type: none">• Business Relations - Need, Importance of Business relations, Business Relationship Management (BRM) Competencies.• Business Relation Manager- Role, qualities, Skills.• Business Relations- Principles, Steps, Trends, Impact of Communication on Business Relations.
2	Customer and Channel Relationship Management
	<ul style="list-style-type: none">• Customer Relations Management: Concept, Characteristics of an empowered customer, Approaches &Types, Role of Customer Relations Manager.• Designing and developing customer Value- Turning customers to loyal clients, Strategic Framework for CRM, E-CRM: Concept and Benefits, Steps, Successful CRM implementation.• Channel Relationship- Concept, Importance, Challenges, and Elements contributing to effective channel relationships.
3	Employee Relationship Management
	<ul style="list-style-type: none">• Employee Relationship Management - Concept, Objectives of Employee

	<p>Relations , Approaches to Employee Relations,</p> <ul style="list-style-type: none"> • Role of Employee Relations Manager, Prospects & Importance of Industrial Relations, Problems & Challenges of Employee Relations, Key Drivers for shifting from Industrial Relations to Employee Relations, • Strategic Framework for ERM, Factors influencing ERM, Essentials of an effective ERM, ERM strategy.
4	Supplier, Investors and Community Relationship Management
	<ul style="list-style-type: none"> • Supplier Relations – Concept, Supplier Segmentation Pyramid, Supplier Improvement Process for better relations, Challenges. • Investors Relations –Concept, Focus, Keys to successful investors’ relations, Enhancing shareholders loyalty and retention. • Stakeholder relations- Types of stakeholders, Role of business in social development, strategies to improve community relations, impact of community relations on business.