

HSNC University, Mumbai

**(Established by Government of Maharashtra vide notification dated 30th
October, 2019 under section 3(6) of Maharashtra Public Universities Act)**



Ordinances and Regulations

With Respect to

Choice Based Credit System (CBCS)

For the

Programmes

Under

The Faculty of Commerce & Management

With effect from the

Academic year 2020-21



HSNC UNIVERSITY, MUMBAI

Board of Studies in Faculties of Commerce & Management

Board of Studies in Commerce and Management Subject

1) Name of Chairperson/Co-Chairperson/Coordinator:-

- a) Chair - Dr. Rita Khatri, Associate Professor, Department of Commerce, H. R. College. Email id khatririta@hrcollege.edu Mob 9324016060.
- b) Co-chair - Prof Smarajit Padhe. Assistant Professor, K.C College
Email id smarajit.padhi@kccollege.edu.in Mob no 7977676421.

2) Two to five teachers each having minimum five years teaching experience amongst the full time teachers of the Departments, in the relevant subject.

- a) Dr Jasbir Sodi ,Assistant Professor ,Department of Commerce, H. R College Email id -jas.saj@rediffmail.com Mob: 9323895430
- b) Dr Navin Punjabi, Vice Principal and Assistant Professor, Department of Commerce, H R College. Email id: navin.punjabi@gmail.com
Mob 9920177199
- c) Dr Kulvinder Bath, Associate Professor, Department of Commerce
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- d) Ms Kanu Priya Sharma, Assistant Professor, H.R College
Email id: kanupriya.sharma@hrcollege.edu , Mob : 8879512354
- e) Ms. Shweta Singh, Assistant Professor, H.R College

Email id: singhshweta0902@gmail.com Mob: 9702050350

3) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body; nominated by Parent Body;-

a) Dr Khushpat Jain (HOD), Associate Professor, Sydenham College.

Email id: ksjain2002@yahoo.com Mob - 9867799797.

4) Four external experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the Parent Body.

a) Dr Hasina Sayed (HOD), Associate Professor Jai Hind College.

Email id : hasina.sayed@jaihindcollege.edu.in Mob: 9819121250

b) Dr Ketan Vira , Dean and Associate Professor at GNVS Institute of Management, Mumbai. Email id ketanvira@rediffmail.com
Mob: 9870551111

c) Mr Akhilesh Rao , Director Operations-Ezychain Logistics Pvt limited.
Email id raoakhil24@gmail.com Mob:9321498932

d) Mr Rajiv Kalwani , Vice President- Reliance Retail Ltd
Email id : rajivkalwani0204@gmail.com Mob:9967613000

5) Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussions on framing or revision of syllabus of that subject or group of subjects for one year.

a) Geetika Bhatia, H R College

Email id geetikabhatia58@gmail.com Mob:9820783509

b) Jeevika Sahajwani, H R College

Email id jeevika.sahajwani@gmail.com Mob:9712917598

c) Sarah Vaz , HR College

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Ordinances and Regulations

With Respect to

Choice Based Credit System (CBCS)

For the

Programmes

Under

**The Faculty Commerce &
Management**

With effect from the

The academic year 2020-21

Part I (Section A)

R. ** : The Definitions Of The Key Terms Used In The Choice Based Credit System And Grading System Introduced From The Academic Year 2020-2021 Are As Under:**

Outline of the Choice Based Credit System as outlined by the University Grants Commission:

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
2. **Elective Course:** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 **Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of **interdisciplinary** nature (to be offered by main discipline/subject of study).

2.2 **Dissertation/Project:** An elective course designed to acquire Special/advanced knowledge, such as supplement study/support study to project work, and a candidate studies such a course on his own with advisory support by a teacher/faculty member is called dissertation/project. A Project / Dissertation work would be of 6 credits. A Project / Dissertation work may be given in place of a discipline-specific elective paper.

2.3 **Generic Elective (GE) Course:** An elective course chosen generally from an unrelated discipline/subject, to seek exposure is called a Generic Elective.

Note: A core course offered in a discipline/subject may be treated as an elective by another discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. **Ability Enhancement Courses (AEC):** The Ability Enhancement (AE) Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement; SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

4. Choice Based Credit System (CBCS)

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill-oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students.

5. Honours Program

To enhance employability and entrepreneurship abilities among the learners, through aligning Inter-Disciplinary / Intra Disciplinary courses with Degree Program. **Honours Program will have 40 additional credits to be undertaken by the learner across three years essentially in Inter / Intra Disciplinary course.**

A learner who joins Regular Undergraduate Program will have to opt for the Honours Program in the first year of the Program. However, the credits for honours, though divided across three years can be completed within three years to become eligible for award of honours Degree.

6. Program:

A Program is a set of course that are linked together in an academically meaningful way and generally ends with the award of a Degree Certificate depending on the level of knowledge attained and the total duration of the study.

7. Course:

A 'course' is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a course must necessarily have academic coherence, i.e. there must be a common thread linking the various components of a course. Several linked courses considered together are in practice, a 'program'.

8. Bridge Course:

Bridge course is visualized as Pre-semester preparation by the learner before the commencement of regular lectures. For each semester the topics, whose knowledge is considered as essential for effective and seamless learning of topics of the Semester, will be specified. The Bridge Course can be conducted in online mode. Online content can be created for the Bridge Course Topics.

9. Module and Unit:

A course which is generally an independent entity having its own separate identity is also often referred to as a 'Module' in today's parlance, especially when we refer to a 'modular curricular structure'. A module may be studied in conjunction with other learning modules or studied independently. A topic within a course is treated as a Unit.

10. Self-Learning:

20% of the topics will be marked for Self-Learning. Topics for Self-Learning are to be learned independently by the student, in a time-bound manner, using online and offline resources including online lectures, videos, library, discussion forums, fieldwork, internships etc.

Evaluative sessions (physical/online), equivalent to the credit allocation of the Self Learning topics, shall be conducted, preferably, every week for each course. Learners are to be evaluated in real-time during evaluative sessions. The purpose of evaluative sessions is to assess the level of the students' learning achieved in the topics earmarked for Self-Learning.

The teacher's role in these evaluative sessions will be that of a Moderator and Mentor, who will guide and navigate the discussions in the sessions, and offer concluding remarks, with

proper reasoning on the aspects which may have been missed by the students, in the course of the Self-Learning process.

The modes to evaluate self-learning can be a combination of the various methods such as written reports, handouts with gaps and MCQs, objective tests, case studies and Peer learning. Groups can be formed to present self-learning topics to peer groups, followed by Question and Answer sessions and open discussion. The marking scheme for Self Learning will be defined under Examination and Teaching.

The topics stipulated for self-learning can be increased or reduced as per the recommendations of the Board of Studies and Academic Council from time to time. All decisions regarding evaluation need to be taken and communicated to the stakeholders preferably before the commencement of a semester. Some exceptions may be made in exigencies, like the current situation arising from the lockdown, but such ad hoc decisions are to be kept to the minimum possible.

11. Credit Point:

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like reading, reflecting, discussing, attending lectures/counselling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single course always pay attention to how many hours it would take for a learner to complete a single course successfully.

12. Credit Completion and Credit Accumulation:

Credit completion or Credit acquisition shall be considered to take place after the learner has successfully cleared all the evaluation criteria concerning a single course. Learner level of performance above the minimum prescribed level (viz. grades/marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on adding more and more credits as he completes successfully more and more courses. Thus the learner 'accumulates' course wise credits.

13. Credit Bank:

A Credit Bank in simple terms refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the course/s for which Credit has been given, the course-level, nature, etc. Also, all the information regarding the number of Credits transferred to different programs or credit exemptions given may be stored with the individual's history.

14. Credit Transfer:

(Performance transfer) When a learner completes a program, he/she is allowed to transfer his/her past performance to another academic program having some common courses and Performance transfer is said to have taken place.

15. Course Exemption:

Occasionally, when two academic programs offered by a single university or by more than one university, may have some common or equivalent course-content, the learner who has already completed one of these academic programs is allowed to skip these 'equivalent' courses while registering for the new program. The Learner is 'exempted' from 'relearning' the common or equivalent content area and from re-appearing for the concerned examinations. It is thus taken for granted that the learner has already collected in the past the credits corresponding to the exempted courses.



HSNC University, Mumbai

(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes Under

The Faculty of Commerce and Management

For the programme

Master of Commerce

In

Business Management

Curriculum– First Year Post Graduate Programmes

Semester-I and Semester -II

For the academic year 2020-21

INDEX

Sr. No.	Subjects
Semester I	
1.	Organizational Behaviour
2.	International Economics
3.	Business Ethics and Corporate Social Responsibility
4.	Digital Marketing
Semester II	
5.	Ecommerce
6.	Research Methodology
7	Strategic Management
8	Service Marketing

Part 1- Preamble

M.com in Business management is the two years' post graduate program that provides broad education that focuses on the fundamental of business management and critical leadership skills. The students in the program come from a wide variety of backgrounds, including commerce, Business management and social sciences. M.Com graduates can explore opportunities in business and service sector. The course content is designed to create strong fundamental framework with an orientation toward contemporary business environment. The programme provide conceptual and analytical skills and gives students an insight into dynamics of business.

The programme is designed to nurture students and help them build and enhance their managerial competence so as to :-

- Develop capacity to learn and adopt to national and international environment
- Imbibe value of integrity, fairness and ethical standards in management.
- Develop creative thinking through entrepreneurial skills so that as future managers they can meet the challenges of the business.
- Equip and train Post Graduate students to accept the challenges of Business World by providing opportunities for study and analysis of advanced Commercial and business methods and processes.
- Develop independent logical thinking and facilitate personality development.
- To study by students methods of Data collection and their interpretations.
- To develop among students Communication, Study and Analytical skills.

Apart from the other post-graduate and research courses M.Com is the most exalted two year full time post-graduate programme in commerce. The Mcom in Business Management course provides an extreme and rigorous base for teaching, research and allied business administration. The programme has been well received in the industry and shall be serving the needs of managerial cadre in Indian Inc. The course serves the needs of academics and prepares students for research and teaching.

Course Objectives:

Semester I

PG-FBM-101 Organizational Behaviour

- To explore the organization as a micro-social system - a medium to facilitate and improve the interpersonal relationships in the context of organizational functioning.
- Know the Philosophy and goals, Formal and informal organisations, Social environment, System of controls and Attitudes and situation.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

PG-FBM-102 International Economics

- To provide learners with a basic understanding of the principles of International economics and to apply this knowledge to understanding of international trade.
- To analyze relevant economic concepts and economic models which inform the study of international economics.
- To acquaint the learners with recent developments and trends in the world economics.

PG-FBM-103 Business Ethics & Corporate Social Responsibility

- To make the learners realize why they value what they value.
- To make them aware on ethical issues and thinking and feeling frameworks.
- To enhance awareness and build confidence in ethical decision making
- To familiarize the learners with the concept and relevance of Business Ethics in the modern era
- To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

PG-FBM-104 Digital Marketing -Fundamentals

- Digital Marketing teaches learners how to build, scale up, and sustain a Brand's online reputation across all relevant Digital platforms.
- It will help learners to be equipped with knowledge of basic tools used for building presence online.
- It will focuses on analysis of data and conversion to important insights which can be utilised by organisations to grow business better.

Semester II

PG-FBM--201 E- Commerce

- To develop understanding of E-business that can help learner to build their own E-business in India.
- To have an explanatory context considered the developing field of E-Commerce in today's competitive environment.
- To make learners aware of existing problems and concerns in E-commerce.
- To build the awareness of learners towards different businesses models.

- To develop better understanding of the web-based Commerce.
- To provide an overview on various issues of legal and regulatory framework and other environmental challenges related to E-commerce

PG-FBM-202 Research Methodology

- To provide learners with a comprehensive understanding of all aspects of research.
- To provide learners with a guide to conduct research in a systematic manner, solve problems and analyze data and results.
- To develop learners skill to handle qualitative and quantitative research.
- To empower the students with the skills in writing and presenting research proposals and reports in tune with globally accepted standards.

PG-FBM-203 Strategic Management

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

PG-FBM-204 Service Marketing

- To understand distinctive features of services and key elements in service marketing .
- To develop fundamental understanding of learners into the concept of service marketing, its planning, process and various challenges involved in marketing and managing services.
- The course also focuses on customer value creation through customer relationship management framework.

Process adopted for curriculum designing:

The members of the respective departments initially developed a draft syllabus after research on the existing curriculum from other Universities, studying the current needs of the industry, analyzing the new trends in the subjects and even connecting to some NGOs in few subjects. The drafted syllabus was then shown to academicians, experts from industry and researchers through emails and their inputs were gathered through meetings. These valuable inputs were incorporated into the syllabus ensuring that the syllabus is enriched in all aspects.

Salient features, how it has been made more relevant:

While designing of the syllabus, care has been taken to ensure that the student learns application skills along with theory. Demonstrations of the practical applications shall be conducted through special lectures and workshops that will contribute to enhanced learning. A combination of lectures, problem solving through case study sessions all contribute to make a student job ready.

Learning Outcomes:

PG-FBM-101 Organizational Behaviour

- To understand the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
- Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- Analyze the complexities associated with management of the group behavior in the organization.
- Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization

PG-FBM-102 International Economics

- The students will be acquainted with economic concepts and models of International trade
- Students will become aware about international trade bloc and their importance.
- To provide an insight into a broad range of economic aspects of the European Union.
- To allow students to have better understanding of the regional trade regimes
- Critically comment on and participate in current debates on international economic policy.

PG-FBM-103 Business Ethics & Corporate Social Responsibility

- Identify and address common ethical issues that arise for individuals, managers, and organizations.
- Engage in logically sound discussion about moral dilemmas using the language of business ethics.
- Explain how organizational and cultural variables can influence ethical conduct.
- Identify key organizational tools, policies, systems, and laws that apply to managing ethical conduct specifically in the business environment.
- Demonstrate a multi-stakeholder perspective in viewing CSR issues
- Compare and contrast the multiple viewpoints and tradeoffs that exist in the area of CSR.

PG-FBM-104 Digital Marketing -Fundamentals

- Understand the core foundation of Digital Marketing
- Identify the role of Digital Marketing beyond brand awareness and hardcore advertising

- Analyse key insights about customers using Google Analytics
- Engage audience efficiently and effectively through various online tools
- Identify skills for a better connection with the target market, boost online reputation and presence, and stay ahead of the competition.

Semester II

PG-FBM-201 E-Commerce

- The students will have insights to the fundamental concept of e-commerce and the importance of e-commerce in today's business environment.
- The students can benefit from their own ecommerce website, where they can sell their own products or services.
- Students can learn ecommerce as a flexible solution for both businesses and buyers.
- Students will be made aware of existing problems and concerns in E-commerce.
- Students will build the awareness towards different businesses models
- Students will receive an overview on various issues of legal and regulatory framework and other environmental challenges related to E-commerce

PG-FBM-202 Research Methodology

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- Learners are expected to demonstrate an understanding of research methodologies.
- Identify the overall process of designing a research study from its inception to the report stage.
- Imbibe data collection, analysis, interpretation and presentation skills at par with globally accepted standards.
- It provides a solid foundation for development of rational problem solving skills and analytical thinking that can last throughout their education and subsequent professional careers.

UC-FBM -203 Strategic Management

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management

PG-FBM-204 Service Marketing

- The course will provide an overview of important components of service marketing mix.

- The learner will have understanding of role of environment and its necessary analysis.
- The course will develop the importance of CRM strategies in value proposition thereby facilitating customer retention and service innovation strategies.

Input from stakeholders

For drafting the syllabus, each department has taken inputs from industry experts, parents and notable alumni. The stakeholders have been impressed with the inclusion of e-learning options for the learners provided in the syllabus. For more advanced related topics, there can be sharing of video lectures and seminars, workshops, short term courses could be organized.

Part 2 - The Scheme of Teaching and Examination
Semester – I

First Year Semester I Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week						Total Marks						
			Units	SL %*	L	T	P	Credits	SLE	RP	VV	SEE	Total		
1	PG-FBM-101	Organizational Behaviour	4	20 %*	4	0	0	6	10	20	10	60	100		
2	PG-FBM-102	International Economics	4	20 %*	4	0	0	6	10	20	10	60	100		
3	PG-FBM-103	Business Ethics & Corporate Social Responsibility	4	20 %*	4	0	0	6	10	20	10	60	100		
4	PG-FBM-104	Digital Marketing-Fundamentals		20 %*	4	0	0	6	10	20	10	60	100		
Total Hours / Credit									24						400

SL: Self Learning, L: Lecture, T: Tutorials, P: Practical, SLE- Self learning evaluation,
CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment
RA- Research Project t, VV- Viva Voce

First Year Semester – I Units – Topics – Teaching Hours

Sr. No	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dits	Total Marks
1	PG-FBM-101	I	Organizational Setting	15	60	6	100 (60+40)
		II	Foundation of Individual Behaviour	15			
		III	Group Dynamics and Behaviour	15			
		IV	Recent trends in Organization	15			
2	PG-FBM-102	I	Commercial Policy	15	60	6	100 (60+40)
		II	Economics of Integration	15			
		III	Global Trade	15			
		IV	International Factor Movement	15			
3	PG-FBM-103	I	Introduction to Business Ethics	15	60	6	100 (60+40)
		II	Indian Ethical Practices and Corporate Governance	15			
		III	Introduction to Corporate Social Responsibility	15			
		IV	Areas of CSR and CSR Policy	15			
4	PG-FBM-104	I	Foundations of Digital Marketing	15	60	6	100 (60+40)
		II	Customer Retention and measuring success through data analytics	15			
		III	Enabling technologies for online marketing and Digital transformation	15			
		IV	Digital Channel Management and Reaching out to customers	15			
			Total			24	400

Lecture Duration – 48 Minutes

60 lectures per subject equivalent to 48 hours per subject

One credit = 16 hours

Part 3 - Detailed Scheme

Curriculum Topics along with Self-Learning topics - to be covered, through self-learning mode along with the respective Unit. Evaluation of self-learning topics to be undertaken before the concluding lecture instructions of the respective Unit.

PG-FBM-101 Organisational Behaviour

Units	Contents	No. of Lectures
1	<p>Organizational Setting</p> <p>1.1 Introduction to Organisational Behaviour (OB) – Concept, Nature, Foundation, Disciplines and Scope of OB.</p> <p>1.2 Evolution of OB–Evolution – Stages, Human Relations Approach – Hawthorne Experiments, Models of OB.</p> <p>1.3 Organisation Design – Key factors, Steps in Organisation Structure, Organisations for future – Types</p> <p>1.4 Organisation Communication tool- Johari Window, Transactional Analysis, Brain Storming ,Delphi Technique</p>	15
2	<p>Foundation of Individual Behaviour</p> <p>2.1 Factors affecting Individual behaviour- Personal, Psychological, Organisation System, Environmental.</p> <p>2.2 Personality & Perception – Nature of personality, Determinants of personality, Personality Traits, Factors Influencing Perception, Managing perception Process, Perception and OB</p> <p>2.3 Attitude – Nature , components , work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change.</p> <p>2.4 Motivation – Purpose- Theories of motivation - Locke’s goal setting theory, Vroom’s expectancy theory, Porter and Lawler’s model, Adam’s equity theory, McClelland’s theory of needs.</p>	15
3	<p>Group Dynamics and Behaviour</p> <p>3.1 Group – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems.</p> <p>3.2 Work place behaviour – Determinants of Group Behaviour, Typical teams in organizations</p> <p>3.3 Power and Politics –Sources of Power, Types of Organisational politics.</p> <p>3.4 Conflict – Levels of Conflict, Strategies for resolving Conflict, Guidelines for effective negotiation</p>	15
4	<p>Recent trends in Organization</p>	15

<p>4.1 Stress Management – Sources, Effects, Strategies, Impact of stress on Performance , Work Stress Model</p> <p>4.2 Organisation culture – Cultural Dimensions, Creating Organisational Culture, Maintaining Organisational Culture.</p> <p>4.3 Workforce Diversity and Inclusivity – Concept, Managing Diversity effectively</p> <p>4.4 Change Management - Ethical Behaviour in workplace, Managing Ethics at work place.</p>	
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Self-Learning topics (Unit wise)

2.3 Attitude
2.4 Motivation
4.2 Organization Culture

Online Resources

https://www.coursera.org/learn/managing-people-iese#syllabus
https://www.blinkcourse.com/Organizational-behaviour-p-3316

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education 11th edition 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008.
3. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004
4. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
5. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11th Edition 2007
6. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.

Course Code: PG-FBM-102
International Economics

Units	Contents	No. of lectures
1	<p>Commercial Policy</p> <p>1.1 Tariff and Non-tariff barriers, 1.2 Miscellaneous Protection Techniques - Dumping, Subsidies, Cartels and Commodity Agreements. 1.3 Nationalist policy and the Government (such as the Atmanirbhar policy of the Government) 1.4 Current protection policies adopted by countries</p>	15
2	<p>Economics of Integration</p> <p>2.1 Types of integration (EU, NAFTA, APEC, ASEAN, and SAARC): Achievements and Future prospects, 2.2 Impact of BREXIT on the Indian Economy 2.3 Regionalism Vs. Multilateralism</p>	15
3	<p>Global Trade</p> <p>3.1 Recent Trends in Global Trade - Contentious issues - Agriculture and Market Access 3.2 Trade and Environmental issues 3.3 Dispute Settlement Mechanism 3.4 Trade wars (example, between USA and China) 3.5 Global supply chains post COVID 3.6 Impact of digital trade 3.7 Impact of political forces on trade</p>	15
4	<p>International Factor Movement</p> <p>4.1 Movement of labour between countries 4.2 Trends in Migration 4.3 International capital movements 4.4 Role and impact of foreign capital, Types and factors, Role of MNCs 4.5 Changing role of the IMF in the emerging international scenario, change in labour and capital movement during and post covid.</p>	15

Self-Learning:

1.1 Tariff and Non-tariff barriers
3.4 Trade wars (example, between USA and China)

Online Resources:

<https://nptel.ac.in/courses/110/105/110105075/>

http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/720

<https://nptel.ac.in/courses/110/105/110105075/>

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Changing Patterns of Global Trade, INTERNATIONAL MONETARY FUND: Prepared by the Strategy, Policy, and Review Department, 15, 2011.

2. Doha and Beyond: The Future of the Multilateral Trading System Author: Mike Moore (Ed.) Publisher: Cambridge University Press, 2004.

3. Economic Geography: The Integration of Regions and Nations Author: Pierre-Philippe Combes, Thierry

- Mayer, Jacques-Francois Thisse Publisher: Princeton University Press, 2008.
4. EU Trade Strategies : Regionalism and Globalism Author: Vinod K. Aggarwal Publisher: Palgrave Macmillan, 2004.
 5. Introduction to International Economics (2011): Dominick Salvatore Publisher: John Wiley & Sons,
 6. International Economics: Theory and Policy (9th Edition) [Hardcover] Paul R. Krugman (Author), Maurice Obstfeld , Pearson Education, 2008.
 7. International Economics, Robert C. Foenstra & Alan M. Taylor, Wath Publishers, USA.
 8. Labour Movement: How Migration Regulates Labor Markets Author: Harald Bauder Publisher: Oxford University Press Inc, USA, 2006.
 9. Labour Movement: How Migration Regulates Labor Markets Author: Harald Bauder Publisher: Oxford University Press Inc, USA, 2006.
 10. Macroeconomics 8/e [Hardcover] Rudiger Dornbusch(Author), Stanley Fischer(Author), Startz(Author), Richard Startz(Editor)
 11. Mithani & Jhingan, International Economics, S.Chand & Co.
 12. Peter Kenen: The International Economy, (4ed.) Cambridge University Press, 2000.
 13. Bo Sodersten, International Economics.

Course Code: PG-FBM-103
Business Ethics and Corporate Social Responsibility

Units	Contents	No. of lectures
1	<p>Introduction to Business Ethics</p> <p>1.1 Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos,</p> <p>1.2 Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee.</p> <p>1.3 Various approaches to Business Ethics - Theories of Ethics-Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory</p> <p>1.4 Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa</p> <p>1.5 Ethical Dilemma and Decision Making, Emotional Intelligence</p> <p>1.6 Global Challenges in Business Ethics</p>	15
2	<p>Indian Ethical Practices and Corporate Governance</p> <p>2.1 Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</p> <p>2.2 Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,</p> <p>2.3 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 , Whistle Blowing, Related Party Transactions.</p> <p>2.4 Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences.</p>	15
3	<p>Introduction to Corporate Social Responsibility</p> <p>3.1 Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society.</p> <p>3.2 Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.</p> <p>3.3 CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India.</p> <p>3.4 Role of NGO’s and International Agencies in CSR, Integrating CSR into Business</p>	15
4	<p>Areas of CSR and CSR Policy</p>	15

<p>4.1 CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</p> <p>4.2 CSR and environmental concerns.</p> <p>4.3 Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR</p> <p>4.4 Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.</p> <p>4.5 CSR and Sustainable Development</p> <p>4.6 CSR through Triple Bottom Line in Business</p> <p>4.7 CSR Committee, its roles and functions in listed companies.</p>	
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Self-Learning : -

1.6 Global Challenges in Business Ethics
3.4 Integrating CSR into Business
4.5 CSR and Sustainability

Online Resources

<p>https://www.coursera.org/specializations/global-challenges-business</p> <p>https://www.coursera.org/learn/wharton-social-impact</p> <p>https://www.coursera.org/learn/responsible-management</p>

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Subramanian, R. (2013). Professional Ethics. Oxford Higher Education.
2. Bhatia S.K. (2002). Business Ethics, New Delhi: Deep and Deep Publications.
3. Valesquez (2004). Business Ethics: Concepts and Cases, New Delhi: PHI
4. Crane, Andrew and Matten, Dirk. (2007). Business Ethics. New Delhi: Oxford University Press
5. Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
6. Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
7. Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.
8. Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi
9. R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi

Course Code: PG-FBM-104
Digital Marketing - Fundamentals

Units	Contents	No. of Lectures
1	<p>Foundations of Digital Marketing</p> <p>Digital Marketing - Introduction, Features, Strategies, Types, Aligning Internet with Business Objectives, Digital v/s Traditional Marketing</p> <ul style="list-style-type: none"> • Search Engine Optimization(SEO) – Search Engines Basics, Functioning of Search Engines, On & off-page Optimization 	15
2	<p>Customer Retention & Measuring Success through Data Analytics</p> <p>Google Analytics–Concepts, steps, Accounts-profiles and users navigation, Basic metrics, Customer Relationship Management & its Types.</p> <ul style="list-style-type: none"> • The main sections of Google Analytics reports-Traffic Sources, Direct referring and search traffic; <p>Wordpress - Planning and Creation of Website, How is Professional Blogging done on websites.</p>	15
3	<p>Enabling Technologies for online marketing and Digital Transformation</p> <p>Search Engine Marketing (SEM) - Concept, Understanding Google search - Organic & Paid, Overview of Google Adwords, Google Adsense, Microsoft AdCenter</p> <ul style="list-style-type: none"> • Campaign Management, Pay Per Click (PPC) Management, Conversion Tracking, Targeting & Analytics, Keyword Selection • Conversion Metrics- CPA, CTR, Campaigns - Google PPC Campaigns, LinkedIn Campaigns, Facebook Campaign, YouTube Advertising, Instagram Marketing 	15
4	<p>Digital Channel Management & Reaching Out to Customers</p> <ul style="list-style-type: none"> • E-mail Marketing - User Behaviour, Segmentation, Key Metrics, Best Practice Case Studies, E-marketing strategies • Mobile Marketing - Concept, SMS Strategy, Mobile Advertising, Mobile Optimized Websites, Mobile Apps, Proximity Marketing • Affiliate Marketing - Concept, Importance, Steps to do Affiliate Marketing 	15

Self-Learning topics (Unit wise):

Sr. No	Sub Units	Topic
1	1.2	<ul style="list-style-type: none"> • User Behaviour & Navigation, Branding & User Experience, Customer Insights
2	2.3	<ul style="list-style-type: none"> • Social Media Optimization (SMO) - content, content sharing, knowledge sharing; connecting to social networking

4	4.3	Tracking landing pages, Choosing your metrics, A/B and Multivariate testing, Analyzing test results.
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Online Resources

<https://adamfard.com/blog/understand-user-behavior/>
<https://support.google.com/analytics/answer/1009612?hl=en>
<https://youtu.be/De159AHXqXI>

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Digital Marketing Fundamentals: From Strategy to ROI
By Marjolein Visser, Berend Sikkenga, Mike Berry Publishing
2. Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing
By Dave Chaffey, PR Smith - Routledge Group London
3. The Art of Digital Marketing: The Definitive Guide to Creating Strategic Online Campaigns By Ian Dodson - Wiley Publications

Part 4 - The Scheme of Teaching and Examination Semester – II

Sr . N o.	Subj ect Code	Subject Title	Periods Per Week						Total Marks						
			U n i t s	SL	L	T	P	Credit s	SL E	RP	VV	SE E	Total		
1	PG- FBM -201	E- Commerce	4	20 %*	4	0	0	6	10	20	10	60	100		
2	PG- FBM -202	Research Methodology	4	20 %*	4	0	0	6	10	20	10	60	100		
3	PG- FBM -203	Strategic Management	4	20 %*	4	0	0	6	10	20	10	60	100		
4	PG- FBM -204	Service Marketing	4	20 %*	4	0	0	6	10	20	10	60	100		
Total Hours / Credit									24						400

SL: Self Learning, L: Lecture, T: Tutorials, P: Practical, SLE- Self learning evaluation,
CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment
RP- Research Project , VV- Viva Voce

First Year Semester – II Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dits	Total Marks
1	PG-FBM-201	I	Introduction to Electronic Commerce – Evolution and Models	15	60	6	100 (60+40)
		II	World Wide Web and E-enterprise	15			
		III	marketing and Electronic Payment System	15			
		IV	Legal and Regulatory Environment and Security issues of E-commerce	15			
2	PG-FBM-202	I	Introduction to Research	15	60	6	100 (60+40)
		II	Research Process	15			
		III	Data Collection and organization	15			
		IV	Research Reporting and Modern Practices in Research	15			
3	PG-FBM-203	I	Introduction to Strategic Management	15	60	6	100 (60+40)
		II	Strategy Formulation, Implementation and Evaluation	15			
		III	Business, Corporate and Global Strategies	15			
		IV	Emerging Strategic Trends	15			
4	PG-FBM-204	I	Introduction to Service Marketing	15	60	6	100 (60+40)
		II	Marketing Mix for Services	15			
		III	Consumer Expectation of Services and Service Innovation	15			
		IV	Customer Relationship Management in Services	15			
						24	400

Lecture Duration – 48 Minutes

60 lectures per subject equivalent to 48 hours per subject

One credit = 16 hours

Part 5 - Detailed Scheme

Curriculum Topics along with Self-Learning topics - to be covered, through self-learning mode along with the respective Unit. Evaluation of self-learning topics to be undertaken before the concluding lecture instructions of the respective Unit.

PG-FBM--201 E- Commerce

Units	Contents	No. of Lectures
1	<p>Introduction to Electronic Commerce – Evolution and Models</p> <p>1.1 Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E- Commerce.</p> <p>1.2 Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.</p> <p>1.3 Business Models of E-Commerce- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G)</p> <p>1.4 Concepts of other models of E-commerce.</p> <p>1.5 Business to Consumer E-Commerce process, Business to Business E-Commerce- Need and Importance, alternative models of B2B E-Commerce.</p> <p>1.6 E-Commerce Sales Product Life Cycle (ESLC) Model</p>	15
2	<p>World Wide Web and E-enterprise</p> <p>2.1 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.</p> <p>2.2 EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in E- commerce.</p> <p>2.3 Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.</p> <p>2.4 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</p>	15
3	<p>E- marketing and Electronic Payment System</p> <p>3.1 Digital-Marketing - Scope and Methods of Digital-Marketing, Traditional web promotion; Web counters; Promotion and Role of Social media in Marketing using online platforms.</p> <p>3.2 Crypto-Currency, Cashless systems, Multiple Gateway cashless Economy and E-Wallets</p>	15

	<p>3.3 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.</p> <p>3.4 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.</p> <p>3.5 Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Set standards / principles for E-payment</p>	
4	<p>Legal and Regulatory Environment and Security issues of E-commerce</p> <p>4.1 Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. UPI Acts</p> <p>4.2 Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.</p> <p>4.3 Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.</p> <p>Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure</p>	15

Self Learning Topics

B2B Business Models
Payment Technologies
E-Commerce Security Tools

Online Resources

https://www.coursera.org/learn/digital-business-models
https://www.coursera.org/learn/paytech
https://www.coursera.org/learn/it-security

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1. E-Commerce
2. Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Education).
3. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi : Pearson Education).
4. Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (newDelhi : Pearson Education).
5. Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)
6. Sundeep Oberol e Security and you-TMH (2001)
7. Greenstein & Feinman Electronic Commerce-Security, Risk Mgt and Control-TMH (2000)
8. Adam Nabll R. (Editor) Electronic Commerce: Technical Business and Legal Issues.
9. Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness
10. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition- Tata Mc GrawHill Publications, 2008.
11. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata Mc GrawHill Publications, 2008
12. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
13. E- Commerce Strategies, Technology and applications (David) Tata McGrawHill
14. Introduction to E-commerce (jeffrey) Tata- Mcgrawhill
15. E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra
16. Web Technology : Ramesh Bangia

17. Turban, King, Viehland & Lee, Electronic Commerce- A Managerial Perspective, Pearson.
18. IJECS International journal of Electronic Ecommerce Studies ISSN 2073-9729 <http://ijecs.academic-publication.org/>
19. Electronic Commerce Research and Applications ISSN: 1567-4223 Editor-in-Chief: Robert Kauffman (<http://www.journals.elsevier.com/electronic-commerce-research-and-applications>)
20. Journal of Electronic Commerce Research (JECR) ISSN: 1526-6133 (Online) 1938-9027 (Print)
21. (http://web.csulb.edu/journals/jecr/a_j.htm)
22. <https://www.entrepreneur.com/article/284175>
23. https://www.researchgate.net/publication/220630401_Building_an_E-Business_Strategy
24. <https://friedmansocialmedia.com/social-networks-and-ecommerce/>

PG-FBM-202
Research Methodology

Units	Contents	No. of Lectures
1	<p>Introduction to Research</p> <p>1.1 Features and Importance of research in business 1.2 Philosophy and Paradigm of Scientific Research 1.3 Objectives and Types of research- Basic, Applied, Descriptive, 1.4 Analytical and Empirical Research. 1.5 Formulation of research problem , Research Design. 1.6 Significance of Review of Literature. 1.7 Hypothesis: Formulation, Sources, Importance and Types. 1.8 Sampling: Significance, Methods, Factors determining sample size. 1.9 Doing research with images & other visual materials. 1.10 Semiotic analysis in research</p>	15
2	<p>Research Process</p> <p>2.1 Stages in Research process. 2.2 Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data. 2.3 Secondary data: Sources and Limitations, 2.4 Factors affecting the choice of method of data collection. 2.5 Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good Questionnaire, Scaling Questions.</p>	15
3	<p>Data collection and organization</p> <p>3.1 Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation, Thematic analysis, Discourse Analysis. 3.2 Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis. 3.3 Testing of Hypotheses – Parametric Test-t test, f test, z test Non-Parametric Test -Chi square test, ANOVA, Factor Analysis 3.4 Interpretation of data: significance and Precautions in data interpretation</p>	15
4	<p>Research Reporting and Modern Practices in Research</p> <p>4.1 Research Report Writing: Importance, Essentials, Structure/ layout, Types 4.2 References and Citation Methods: APA (American Psychological Association).</p>	15

<p>CMS (Chicago Manual Style) MLA (Modern Language Association) 4.3 Footnotes and Bibliography 4.4 Modern Practices: origin of research ethics, Ethical Norms in Research, Plagiarism. 4.5 Role of Computers in Research 4.6 Data Visualisation Tools and technologies for innovative methods: including film, photography, apps. 4.7 Presenting research to different audience</p>	
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Self-Learning topics (Unit wise):

Sr. No	Sub Unit	Topic
1	1.1	Features and Importance of research in business
2	2.4	Factors affecting the choice of method of data collection
3	3.1	Significance in Research
4	4.1	Importance of Research Report writing

Online Resources

https://onlinecourses.nptel.ac.in/noc21_mg11/preview

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd

Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi

Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House

Research Methodology by Dr Vijay Upagude and Dr Arvind Shende

Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd

Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd

SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd

Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House

Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York

Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc

Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood

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 Courtis

Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E

Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.

Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009

Mayan, M. J. (2016). Essentials of Qualitative Inquiry. Routledge. (Chapter 1, Introduction to Qualitative Inquiry, Chapter 4, Research Question and Sampling).

Mickez, R. (2012). Interviewing Elites: Addressing Methodological Issues. Qualitative Inquiry 18: 482- 493.

PG-FBM-203
Strategic Management

Units	Contents	No. of Lectures
1	<p>Introduction to Strategic Management</p> <p>1.1 Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Benefits and Risks of Strategic Management.</p> <p>1.2 Levels of Strategies: Corporate, Business and Operational Level Strategy</p> <p>1.3 Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy , Operational Strategy</p> <p>1.4 Business Environment: Components of Environment- Micro and Macro and Environmental Scanning</p> <p>1.5 Corporate Culture</p> <p>1.6 Case Studies</p>	15
2	<p>Strategy Formulation, Implementation and Evaluation</p> <p>2.1 Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.</p> <p>2.2 Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, Strategic Management Models</p> <p>2.3 ETOP- Environmental Threat and Opportunity Profile, Strategic Choice- Factors and Importance</p> <p>Blue Ocean Strategy and Value Innovation, Red Ocean Strategy</p> <p>2.4 Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance & Challenges</p> <p>2.5 Strategic Evaluation and Control: Importance, Limitations and Techniques</p> <p>2.6 Budgetary Control: Advantages, Limitations</p> <p>2.7 Case Studies</p>	15
3	<p>Business, Corporate and Global Strategies</p> <p>3.1 Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors and Causes.</p> <p>3.2 Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances and International Businesses</p> <p>3.3 Public Private Participation: Importance, Problems and Governing Strategies of PPP Model.</p> <p>3.4 Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business</p>	15

	3.5 Case Studies	
4	<p>Emerging Strategic Trends</p> <p>4.1 Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India.</p> <p>4.2 Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering</p> <p>4.3 Disaster Management: Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies.</p> <p>4.4 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</p> <p>4.5 Current scenario and recent trends</p> <p>4.6 Case Studies</p>	15

Self-Learning topics (Unit wise):

Sr. No	Sub Unit	Topic
1	1.1	Introduction to Strategic Management Environment and Industry analysis
2	4.5	Current Scenario and Recent Trends

Online Resources

<https://nptel.ac.in/courses/110/108/110108047/>
<https://www.coursera.org/learn/strategic-management>

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks

Self-Learning Evaluation	10 Marks
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For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1. 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
2. Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
3. Globalization, Liberalization and Strategic Management - V. P. Michael
4. Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi
5. Strategic Management – Fred R. David, Published by Prentice Hall International
6. Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
7. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill
8. Public Enterprise Management and Privatisation – Laxmi Narain Published by S.Chand & Company Ltd, New Delhi
9. Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd
10. Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford
11. At Risks Natural Hazards, People’s Vulnerability and Disasters- Wisner Ben P. Blaikie, T Cannon and I.davis, Published by Wiltshire Routledge
12. Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai

13. Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press
14. Gaining and Sustaining Competitive Advantage, Jay B. Barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi
15. Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi Public Sector Perspective, by Dr M.Veerappa Moily
16. 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

PG-FBM-204
Service Marketing

Units	Contents	No. of Lectures
1	<p>Introduction to Service Marketing</p> <p>1.1. Introduction : Meaning, Need and Significance of Services Marketing, 1.2. Services Marketing Environment: Micro Environment, Macro Environment and Porter's Five Forces Model. 1.3. Services Marketing Planning process: Developing an effective service Strategy, Market segmentation, Positioning and differentiation of services</p>	15
2	<p>Marketing Mix for Services</p> <p>2.1 Service Product & Operation : Understanding Employees and Customers Role in Service Delivery 2.2. Pricing of services: Characteristics of Services and their Influence upon Service Prices 2.3. Service Promotion and Communication Mix: Marketing communication mix and Communication issues in service marketing. 2.4. Service channels and Physical Evidence: Service distribution, Role of Physical evidence and Elements of Physical Evidence.</p>	15
3	<p>Consumer Expectation of Services and Service Quality Improvement</p> <p>3.1. Customer Expectations of service: Service expectations, types of expectations, factors influencing customer expectations of service. 3.2. Consumer Perception of Services: Understanding Consumer Perception and factors influencing Consumer Perception. 3.3. Measuring & Improving Service Quality: Measuring Service Quality / Gap Analysis – SERVQUAL Model, Tools to analyze and address service quality problems – Blueprinting, ISO 9000, Total Quality Management, Six Sigma</p>	15
4	<p>Customer Relationship Management in Services</p> <p>4.1 Introduction: Meaning and Commercial context of Customer Relationship Management, Importance of CRM and its Success Factors 4.2. Customer Retention through Relationship Marketing: Concept and Importance of Successful Customer Retention Programme. 4.3. Role of technology in Customer Relationship Management: Importance of Technology in CRM, technology tools used in Customer Relationship Management (Types of CRM), Recent Trends in CRM.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Sub Units	Topic

1	4.1	Meaning and Commercial context of Customer Relationship Management, Importance of CRM and its Success Factors
2	4.3	Role of technology in Customer Relationship Management: Importance of Technology in CRM, technology tools used in Customer Relationship Management (Types of CRM), Recent Trends in CRM

Online Resources

https://onlinecourses.swayam2.ac.in/imb19_mg10/preview
https://onlinecourses.nptel.ac.in/noc20_mg57/preview

(Courses developed by IIT Bangalore and IIT Kharagpur and available on swayam)

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Service Marketing, Himalaya Publishing House.
2. Service Marketing, Second edition, K. Rama Mohana Rao, Pearson Education India.
3. Services Marketing Concept Planning and Implementation by C. Bhattacharjee, Published by Excel Books.
4. Services Marketing by Govind Apte, Oxford University Press, 2004



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