Board of Studies- School of Commerce
M.COM- PG
Minutes of the meeting

Board of Studies Meeting	
DATE	03-10-2024
TIME	11:30 am
VENUE	Conference Hall , St. Francis de Sales College (Autonomous) Electronic City P.O. Bengaluru 560100, Karnataka, India.
MINUTES	Assistant Professor Jeseentha Mathew

S.No	**Members**	**Designation**
1.	Dr. N.K. Chitra, School of Commerce, St. Francis de Sales College (Autonomous), Bangalore.	Chairperson
2.	Dr. Nirmala, Professor, Department of Commerce, Bangalore University (University Nominee)	University Nominee
3.	Dr. Tommy K Kallarakal, DEAN (Subject Expert nominated by the Academic Council)	External Subject Expert
4.	Dr. Senthilkumar, Professor, Presidency University (Subject Expert nominated by the Academic Council)	External Subject Expert
5.	Mr. Shravan Guduthur, Director, FKCCI(Federation of Karnataka Chambers of Commerce & Industry)	Industry Expert
6.	Mr. Cibin Mathew, Chartered Accountant, Cibin & Associates, Bangalore.	Industry Expert
7.	Ms. Ashwini Shenoy, CA(Inter), PWC AC Kolkata	Alumnus
8.	Dr. Geetha PS, School of Commerce, St. Francis de Sales College (Autonomous), Bangalore.	Internal Member
9.	Mr. Druva kumar KS School of Commerce, St. Francis de Sales College (Autonomous), Bangalore.	Internal Member
10.	Ms. Jeseentha Mathew, School of Commerce, St. Francis de Sales College (Autonomous), Bangalore.	Internal Member

11.	Ms. Mamatha, School of Commerce, St. Francis de Sales College (Autonomous), Bangalore.	Internal Member
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26.	Mr. Mohana, School of Commerce, St. Francis de Sales College (Autonomous), Bangalore	Internal Member
27.	Ms. Sonia Noronha, School of Commerce, St. Francis de Sales College (Autonomous), Bangalore	Internal Member
28.	Mr. Kuriakose Paul, School of Commerce, St. Francis de Sales College (Autonomous), Bangalore	Internal Member

Board of Studies- School of Commerce
M.COM PG
Minutes of the meeting

Agenda	Discussion	Action taken
Introduction: Prayer BOS Members Introduction to the Department and Various Programs. Presentation by BOS Chairperson (HOD)	The first BoS meeting for the autonomous batch of PG department of Commerce was convened on 3 October 2024. The draft syllabus for M.Com I &II semester was presented by the Programme In Charge in the presence of the university nominee Dr. Nirmala, Professor, Bangalore University, the external members Dr. Tomy Kallarakkal, Dean of Commerce, Chrsit Deemed to be University, Dr. Senthil Kumar Arumugam, Professor, Presidency University, Dr. N.K. Chitra, the Chairperson and all the internal members. The following points were discussed:	the changes will be Incorporated
Discussion of the First Autonomous Batch Syllabus of various programs (Brief highlights) Scheme and Evaluation Components	Rules and regulations for admission, passing the exams, declaring ranks etc to be specified. .	
	Course: Monetary System Dr.nirmala suggested Decentralised monetary system, crypto currency, Fintech innovations to be given as separate chapter Wherever Ethics is to be taught, that has to be taught as the last chapter so that students can connect with the subject matter and the ethical practices pertaining to the course that is learnt. Green Technology to be given in one place only	the changes will be Incorporated
	Course: Information Technology for Business Dr. Senthil Kumar suggested a) It was suggested to mention Big Data and all four types of Business Analytics. b) All the different options to be given along with NFT for self-study c) Cyber Security is to be given as a certificate course. d) Instead of giving as 'Modern EDI' it is advised to mention 'Recent EDI Protocol' Course: Global Talent Management e) Software programme for recruitment, selection etc are available. The students have to be trained with soft skills by experts in the field.	the changes will be Incorporated

	Course: Risk Management and Derivatives 1. It is suggested to add different types of derivatives 2. Software Programmes other than SPSS can be taught to students 3. Power BI and Tableau to be added as Certificate courses.	
	Course: Emerging Trends in Entrepreneurship a) Government of India's schemes for startups to be included in the syllabus. b) Some extra knowledge on the topic should be imparted with hands on experience and rigorous training. c) E- Marketing and soft skill programmes are being offered as CSR activities by different organisations. Such courses should be offered to students to equip them for their future. d) The difference between the M.Com of Bangalore University and M.Com autonomous should be made visible in the syllabus and the learning outcome of students. e) Add on to the syllabus should be done intelligently. f) More courses with Fintech should be started. g) Presentation of the syllabus has to be done properly	the changes will be Incorporated
Approval of the syllabus	As per the discussions the changes will be Incorporated and is approved.	
Approval of new Courses (optional)		
OBE – POs and COs are defined	a) POs are same as per BU b) CIA should be modified. c) Give Mid-term -5 marks. d) Skill development- 5 marks	
Any online courses – SWAYAM or other recognised courses to be approved. (List)	Nirmala madam and senthil sir suggested to add few certificate courses from the following field • Digital Finance & Blockchain • FinTech and Financial Innovations • E-Commerce and Digital Marketing Strategies • Green Finance and Sustainable Investments • Data Analytics for Business Decision-Making	
Other details as required	More of certificate and skill development courses to be included in the curriculum.	

Any Other Matters Open forum for discussion, permitted by the Chairperson.		
Vote of Thanks Closing remarks and appreciation.		

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Conclusion:

1. It was advised to change the Reference Books.
2. Try to add More books of Indian Authors. Follow APS Format, Mention the Text books. (First text books, then References)
3. The teaching pedagogy should match with the requirement of the course.
4. The total no of hours for all the subjects was asked to reconfirm.
5. It was asked to have a brainstorming session with Internal experts.
6. The uniformity in Course code, Paper code, Course name should be followed.

SCHEME AND SYLLABUS
For the Course

MASTER OF COMMERCE

CBCS 2024 SCHEME

Academic Year 2024- 2025 and onward

6

BOARD OF STUDIES

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St. Francis de Sales College (Autonomous)

About the College

St. Francis de Sales College (Autonomous), popularly known as SFS College, is one of the leading Institutions of Higher Education in Bengaluru, Karnataka. Founded in 2004 with the vision of *Excellence, Efficiency, and Transformation*, and the Mission of *Love of God and Service to Humanity*, the College is run by the Missionaries of St. Francis de Sales (MSFS) of the South West India Province, also known as Fransalians. The College is accredited with "A" grade by NAAC, approved by AICTE, recognized under 2(f) & 12(b) by UGC, and certified under ISO 9001:2015. Permanently affiliated to Bangalore University, the College offers several degree programs at the Bachelors, Masters, and Doctoral levels under various disciplines. In 2024, St. Francis de Sales College received the Autonomous status, and it remains as a center for quality education, equipping the students with the skills, knowledge, and values needed to excel and make a meaningful impact in the world.

Vision and Mission

Vision :

Excellence, Efficiency, Transformation

Mission:

Love of God and service to humanity

OBJECTIVE OF THE M.COM DEPARTMENT

To provide advanced education in commerce and related disciplines, equipping students with critical thinking, analytical skills, and practical knowledge to excel in business, finance, and academia. The department aims to foster research, innovation, and ethical leadership in the ever-evolving global market.

VISION:

To be a premier hub for excellence in commerce education, driving innovation and leadership in the global business landscape.

MISSION :

To equip students with comprehensive knowledge and skills, fostering ethical leadership and practical expertise for impactful contributions to business and society.

REGULATIONS PERTAINING TO *MASTER OF COMMERCE* (M.Com.) COURSE UNDER CBCS SYSTEM FROM 2023-24 ONWARDS

1. Objective:

The broad objective of the Master of Commerce course is to impart to the students, professional education and training in various aspects of business and its environment and provide them with opportunities to develop managerial and analytical skills in order to meet the challenges of business at the national and global level. The platform will also enrich the students to cope up with recent changes in business world.

2. Eligibility for Admission:

A candidate who has passed the B.Com./B.B.A./BMS Degree examination of this University or of any other University recognized as equivalent thereto and has secured not less than 50% of the marks in the aggregate in all the Commerce subjects of Business Education in all the years shall be eligible for admission to the course. In case of SC/ST/CAT-1 students and PWD Students, there will be relaxation of 5% in the minimum required percentage of marks.

3. Duration of the Course:

The course of study for M.Com., degree shall extend over a period of two years divided into 4 (four) semesters. Each Semester will be of 16 weeks or more duration with a minimum of 90 actual working days.

4. Scheme of Instruction:

1. In each semester there will be six to seven papers (including practicals)
2. There will be 24 to 27 Total hours per week. This includes practicals.

5. Attendance:

Each course (theory/practical) shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in a course (theory/practical) including tutorials and seminars in each semester. There shall be no provision for condonation of shortage of attendance and a student who fails to secure 75% attendance in a course, shall be required to repeat that semester.

6. Medium of Instruction:

The medium of instruction shall be English. However, a candidate will be permitted to write the examination either in English

7. Registering for the Examination:

A candidate shall register for all the papers of a semester when he appears for the examination of that semester for the first time

8. Scheme of Examination:

8.1 There shall be a examination at the end of each semester. The maximum marks for the final examination in each paper shall be 100 as shown below:

Particulars	Course	Duration	Internal Assessment	Theory Examination	Total Marks
Subject without Practicals	M.Com	2 years, (4 Semesters)	30	70	100

8.2 For subjects having practical examination (Advanced Research Methodology) theory examination will remain for 70 Marks, but in the place of Internal Assessment, Practical examination will be conducted, the marks allotment is as follows:

Criteria's.	Marks
End Semester Practical Examination	10 Marks
Record	10 Marks
Viva-Voce Examination	05 Marks
Attendance	05 Marks
Total Marks	30 Marks

8.3 Each semester will normally have six (Hardcore) and one (soft core) paper and each shall be for 100 marks.

8.4 (i) The composition of theory and internal assessment marks for each paper will be 70 and 30 respectively.

ii. Duration of examination per theory paper of 70 marks shall be for 3 hours, for practical's it will be 11/2 (one and half) hours for each batch.

iii. Practical records will be evaluated as part of the practical examination.

iv. In case of practical examinations, students will be assessed on the basis of knowledge of processes, skills operations involved, results/calculations and reporting.

v. Practical examination will be conducted by the Board of Examiners with Pre-Approved Panel of Examiners.

8.5 Every theory paper shall ordinarily consist of two/three sections, developed to test conceptual skills, understanding skills, comprehension skills, articulation, and application skills in the question paper's composition in examinations.

Continuous Internal Assessment

Post graduate Programs:

Theory:

1. Continuous Internal Assessment (C1 & C2) – 30 marks
2. End Semester Examination – 70 marks

Practical

1. Continuous Internal Assessment (C1 & C2) – 30 marks
2. End Semester Practical Examination – 70 marks

S./N	ASSESSMENTS	COMPONENTS	MARKS & ATTENDANCE	IA MARKS
	THEORY SUBJECTS			
1	Unit Test (30% of Syllabus)	C1	25	2.5
2	Case Study / Seminar / Assignment / Quiz (Lab Activities / Skill-Based Activities)	C1	10	5
3	Seminar	C1	10	5
4	Mid Semester Examination (70% of Syllabus)	C2	70	10
5	Unit test II (25% of Syllabus covered after the MSE)	C1	25	2.5

5	Attendance	C2	Minimum of 755	5
	● 75.00-79.99% - 1 Mark			
	● 80.00-84.99% - 2 Marks			
	● 85.00-89.99% - 3 Marks			
	● 90.00-94.99% - 4 Marks			
	● 95.00-100.00% - 5 Marks			
Total				30 marks

(ii) The Departmental Council / Centre shall notify in the first week of each semester, scheme of internal assessment, containing the details of tests, assignments, and seminars.

(iii) In order to monitor IA tests there shall consisting of the following:

1. Chairman BOS: Chairman
2. Two Senior Faculty Members
3. Two members from affiliated colleges as recommended by the BOS
4. For **Advanced Research Methodology** Subject, A Viva-Voce and Practical Exam for 30 marks will be conducted by the Board of Examiners.

(iv) At least one week prior to the last working day, I.A. marks secured by the candidates shall be displayed on the notice board.

(v) The Departmental Centre may decide to give test/seminar to candidates who absent themselves for the above, only if the Council is convinced that the absence of the candidate is on valid grounds. However, the Council will allow the candidate to avail of this provision within the duration of that semester.

The statement of internal assessment shall be sent to the Registrar (Evaluation) one week prior to the commencement of that particular semester examination

External evaluation.

SECTION	TYPE OF QUESTION	MARKS	Number of questions to be answered.
Section – A	Conceptual.	2	7 OUT 10
Section b.	Theoretical.	5	4 OUT 6
Section – C	Practical.	12	2 OUT 4
Section – D:	Skill based question.	12	1

TOTAL =70

8.6 other add on Course & Certification Programme:

A. Certification in Emerging Commerce Trends:

Each student must enrol in a certification course from any recognized MOOC platform or **Coursera, edX, SWAYAM, NPTEL, AICTE, or Udemy** in one of the following emerging commerce 2 hours per weeks total 30 hours programme

- **Digital Finance & Blockchain**
- **FinTech and Financial Innovations**
- **E-Commerce and Digital Marketing Strategies**
- **Green Finance and Sustainable Investments**
- **Data Analytics for Business Decision-Making**
- **AI and Machine Learning in Commerce**
- **Cryptocurrency and Decentralized Finance (DeFi)**

The duration of the course can range from **8 to 16 weeks**, beginning in the 1st semester. Students must complete the course and submit the certification to the **Head of the Department** by the end of the 2nd Semester.

Objective: This requirement will equip students with relevant industry skills and knowledge in modern commerce, preparing them for the digital transformation happening in the finance and business sectors.

B. Industry-Specific Skill-Based Training Certification Programme:

In the 3rd semester, students must undergo skill-based training from reputed industry organizations like **FKCCI (Federation of Karnataka Chambers of Commerce & Industry)**, **MSME**, **SME**, **KSSIC (Karnataka State Small Industries Development Corporation)**, **KASSIA (Karnataka Small Scale Industries Association)**, **BCIC (Bangalore Chamber of Industry and Commerce)**, or through partnerships with **startups and emerging businesses in FinTech and digital commerce**.

The focus of the training could include:

- **Digital Commerce and Online Retail Management**
- **Advanced Taxation Techniques for Digital Economies**
- **Sustainability Reporting and Green Financing**
- **Advanced Supply Chain Management in E-Commerce**
- **Business Analytics and ERP Systems for Commerce**

Students must complete the training and submit their certification before the 3rdsemester examination to the **Head of the Department of PG Studies**. The program should be integrated into the college timetable to ensure students have dedicated time for practical skill development.

Objective: This initiative will ensure that students not only gain theoretical knowledge but also practical, industry-relevant skills that align with modern business demands

8.6.a Industrial Visit

Note: During **3rd Semester** Compulsorily Students should undergo Industrial Visit to enhance the Practical Knowledge and Industrial Visit Report should be prepared and Submitted to the College.

8.6.b Dissertation:

Each student will choose business research project/live business problem in a business organization, Institution or Industry, and prepare a dissertation report. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during IV semester and submit a report. The report will be evaluated for 70 marks. Project Dissertation guidance for a faculty member will involve a workload of 4 hours per week in a semester.

Dissertation guidance of 8 students by a faculty member will be equivalent to the teaching of one paper per semester. Viva-voce examination will be conducted for 30 marks by COE.

The Research Supervisor should have a Ph.D. degree / a minimum of 10 Years of Research Experience with atleast 10 Publications in UGC Recognized Journals.

9. Board of Examiners and Valuation of Answer Scripts .

9.1 There shall be a Board of Examiners for scrutinizing and approving the question papers and scheme of valuation.

9.2 About 50% of the examiners appointed for setting of question papers and valuation work in each semester shall be external.

9.3 Each written paper shall be valued by one internal examiner and one external examiner.

9.4 If the difference in marks between two valuation is more than 15%, the Chairman, BOE shall arrange for third valuation by examiners from the approved panel of examiners.

9.5 In case of two valuations, the average of the two valuations and if there are three valuations, the average of the nearest two valuations shall be taken for declaring results. The candidates not satisfied with the results may apply for photocopies of the answer scripts and / or challenge valuation (**If University Regulations Permits**).

10. Classification of Successful candidates:

Final Result/Grade Description:

Semester/ Programme % of Marks	Semester GPA/ Programme/ CGPA	Grade Alpha Sign	Result/Class Description
90-100	9-10.00	O	Outstanding
80.1-90.0	8.01-9.00	A+	First Class Exemplary
70.1-80.0	7.01-8.00	A	First Class Distinction
60.1-70.0	6.01-7.00	B+	First Class
55.1-60.0	5.51-6.00	B	High Second Class
50.1-55.0	5.01-5.50	C	Second Class
40.0-50.0	4.00-5.00	P	Pass Class
Below 40	Below 4.0	F	Re-Appear

ILLUSTRATION 1 (26 Credits)

Papers	P1	P2	P3	P4	P5	P6	P7	Total
Max. marks	100	100	100	100	100	100	100	700
% Marks Obtained	77	73	58	76	64	66	82	496
Grade Points Earned (G.P.)	7.7	7.3	5.8	7.6	6.4	6.6	8.2	-
Credits for the Course (C)	4	4	4	4	4	4	2	26
Total GPW = GP x C	30.8	29.2	23.2	30.4	25.6	26.4	16.4	182

Semester Aggregate Marks : **496 / 700 = 70.86%**

Classification of Result **:** First Class with Distinction The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester, GPA = Total GPW / Total Credits = 182/26 **= 7.0**

Semester Alpha Sign Grade: **A+**

ILLUSTRATION 2 (24 Credits)

Papers	P1	P2	P3	P4	P5	P6	Total
Max. marks	100	100	100	100	100	100	600
% Marks Obtained	67	73	78	76	84	88	466
Grade Points Earned (G.P.)	6.7	7.3	7.8	7.6	8.4	8.8	-
Credits for the Paper	4	4	4	4	4	4	24
Total GPW = GP x C	26.8	29.2	31.2	30.4	33.6	35.2	186.4

Semester Aggregate Marks: **466 / 600 = 77.67%**

Classification of Result**:** First Class with Distinction

GPA = Total GPW / Total Credits = 186.4 / 24 **= 7.77**

Semester Alpha Sign Grade: **A++**

11. Calculation of Cumulative Grade Point Average (CGPA):

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION I

Semester	I	II	III	IV	Total
Total Marks per Semester	700	700	600	600	2600
Total Marks Secured	496	560	466	510	2032
Semester Alpha Sign Grade	A+	A++	A+	A++	-
Semester GPA	7.0	8.0	7.77	8.5	-
Semester Credits	26	26	24	24	100
Semester GPW	182	208	186.5	204	822.9

Aggregate Percentage of Marks = 2032 / 2600 = 78.15 **%**

Classification of Result**:** ***First Class with Distinction***

Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme = 780.5 /100 = **7.805**

Programme Alpha Sign Grade: **A++**

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha – sign grades assigned.

12. MINIMUM FOR A PASS:

12.1 A candidate shall be declared to have passed the PG program if he/she secures at least a CGPA of 4.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as Theory Papers / Practical's / Project Work / Dissertation / Viva-Voce.

12.2 The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.0 (or AlphaSign Grade A).

12.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.

12.4 A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha-Sign Grade but not for ranking.

12.5 There shall be no minimum in respect of internal assessment. However minimum pass in each paper shall be 40% in semester end exam (25 Marks out of 70 Marks) and 50% aggregate of all papers in that semester including practical paper.

12.6 A Candidate who fails in any of the unit / dissertation / viva-voce shall reappear in that unit / dissertation / viva-voce and pass the examination subsequently.

13. CARRY OVER PROVISION: Candidates who fail in a lower semester examination may go to the higher semesters and take the examinations.

14. REJECTION OF RESULTS:

i. A candidate who fails in one or more papers of a semester may be permitted to reject the result of the whole examination of that semester. **Rejection of result paper wise shall not be permitted**. A candidate who rejects the results shall appear for the examination of that semester in the subsequent examination.

ii. Rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked.

iii. Application for rejection along with payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the department/college together with the original statement of marks within 30 days from the date of publication of the result.

iv. A candidate who rejects the result is eligible for only class and not for ranking.

15. IMPROVEMENT OF RESULTS:

i) A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.

ii) The reappearance could be permitted twice during double the period without restricting it to the subsequent examination only. The regulation governing maximum period for completing various degree/ diploma programme notified by the University from time to time shall be applicable for improvement of results also.

iii) The student could be permitted to apply for the improvement examination 45 days in advance of the pertinent semester examination whenever held.

iv) If the candidate passes in all the subjects in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.

v) A candidate who has appeared for improvement is eligible for class only and not for ranking. Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

16. POWER TO REMOVE DIFFICULTIE

i) If any difficulties arises in giving effect to the provisions of these regulations, the Vice- Chancellor may by order make such provisions not inconsistent with the Act, Statutes, Ordinances or other Regulations, as appears to be necessary or expedient to remove the difficult

ii) Every order made under this rule shall be subject to ratification by the Appropriate college Authorities

17. UPDATION OF SYLLABUS - The BOS has to revise the syllabus from time to time based on current trends and updations where ever it is necessary. The suggestions of faculties of commerce, considered for revision and updation of the syllabus with prior approval of BOS-PG Commerce, Faculty of Commerce and the Academic Council of the college.

PROGRAM OUTCOME FOR M.COM.

PO1	Understanding of Advanced Business Concepts: Graduates will acquire in-depth knowledge of core commerce subjects such as finance, economics, and international business.
PO2	Critical Financial Decision-Making: Develop proficiency in using advanced financial tools and techniques for effective corporate decisionmaking.
PO3	Application of Economic Theories: Apply macroeconomic and microeconomic principles to analyze real-world business environments
PO4	Global Business Acumen: Gain a thorough understanding of global economic trends, international trade, and regulatory frameworks affecting multinational corporations.
PO5	Technological Competence in Business: Be equipped with the ability to integrate modern IT solutions, E-commerce strategies, and analytics into business operations.
PO6	Risk Analysis and Management: Be able to assess, analyze, and mitigate risks in capital budgeting, investments, and business restructuring decisions.
PO7	Talent Management Skills: Develop competency in managing and retaining human capital, with a special focus on global talent strategies.
PO8	Ethical Decision-Making: Cultivate an understanding of ethical principles in business and financial practices, ensuring responsible corporate governance.

PO9	Research and Analytical Skills: Be proficient in conducting research using qualitative and quantitative methods for informed business and financial decisions.
PO10	Adaptation to Regulatory Changes: Gain the ability to navigate and comply with local and global financial laws, including taxation and cybersecurity regulations.
PO11	Effective Communication and Leadership: Hone the skills needed for successful corporate communication, negotiation, and leadership in a globalized business environment.
PO12	Learning and Innovation: Foster an attitude of continuous learning and innovation, keeping pace with evolving global business and technological trends.

Annexure-1
Bangalore University M.COM DEGREE COURSE MATRIX SEMESTER
M. Com (Regular) CBCS-2024-25

I SEMESTER M.COM (Regular)

	Paper Code	Subjects	Total teaching Hrs	Duration of Exam (Hrs)	Marks (IA)	Marks (Exam)	Total Marks	Credits
DSC	24MCO1.1	Monetary System	60	3	30	70	100	4
DSC	24MCO1.2	International Business Environment	60	3	30	70	100	4
DSC	24M.CO1.3	Principles and Practices of Business Decisions	60	3	30	70	100	4
DSC	24MCO1.4	Information Technolo	60	3	30	70	100	4

		gy for Business						
DSC	24MCO1.5	Managerial Finance	60	3	30	70	100	4
DSC	24MCO1.6	Global Talent Management	60	3	30	70	100	4
SOFTCORE	24MCO1.7	Corporate Communication Skills (Soft Core)	45	3	30	70	100	2
		Total credits						26

II SEMESTER M.COM (REGULAR) OCT 24-25

	Paper Code	Subjects	Total teaching hours	Duration of Exam (Hrs)	Marks (IA)	Marks (Exam)	Total Marks	Credits
DSC	24M.CO2.1	Modern Indian Banking	60	3	30	70	100	4
DSC	24M.CO2.2	Risk management and derivatives.	60	3	30	70	100	4
DSC	24M.CO2.3	Advanced research methodology.	60	3	30	70	100	4
DSC	24M.CO2.4	Digital marketing	60	3	30	70	100	4

DSC	24M.CO2.5	Emerging trends in entrepreneurship	60	3	30	70	100	4
DSC	24M.CO2.6	Indian ethos leadership.	60	3	30	70	100	4
SOFTCORE	24M.CO2.7	Artificial and Business. intelligence.	45	3	30	70	100	2
		Total credits						26

Name of the Program: Master of Commerce **Name of the Course: MONETARY SYSTEM**			
Semester 1			
Course Co le	24MCO1.1	**Course Title**	**MONETARY SYSTEM**
Course Typ	**DSC**	**Total Hours**	**60**
Credit	**4**	**No of hours per week**	**4**
Syllabus.			
Module 1	**Money:** Introduction & Invention of Money, Meaning, Definition, Evolution: Stages(Barter System to Bitcoin), Characteristics, Functions, Approaches, Types of Money, Role of Money, Importance of Money, Evils of Money, Money and Near Money, Time Value of Money, Circular Flow of Money – Sectors. Theories of Value of Money - Quantity Theory of Money: Fisher's Transaction Approach & Cambridge Cash Balance Theory, Income Theory of Money, Liquidity Theory of Money, Friedman's Restatement of the Quantity Theory of Money, Keynesian Theory of Money, Modern Monetary Theory.		
Module 2	**Monetary Standards:** Meaning & Definition, History, Gresham's Law, Types of Monetary Standards: Monometalism, Bimetallism, Paper Currency and Virtual Currency: Features, Types, Reforms, Pros & Cons. Gold Standard: Meaning, Types, Features, Functions, Pros & Cons, Domestic and International Gold Standards, Working of Gold Standard: Conditions, Qualities of Good Monetary System. Introduction to Paper Currency Standard: Meaning & Definition, Principles of Note Issue, Right of Note Issue, Method of Note Issue, Essentials of Sound Currency System. Introduction to SDR or Paper Gold: Meaning & Definition, Features, Role of SDR, Working of SDR, Basket of Currencies, IMF Quota - SDR, SDR allocations & Interest Rate		

Module 3:	**International Monetary System:** Meaning & Definition, History, Evolution - Bimetallism before 1875, Classical Gold Standard 1876 – 1913, Interwar Period 1914 – 1944,Bretton Woods System 1945 – 1973 (IMF & World Bank), Flexible Exchange Rate Regime (1972 to Present), Smithsonian Agreement, Triffin's Paradox, Nixon Shock; Characteristics & Importance. Introduction to Flexible Exchange Rate Regime: Meaning & Definition, Characteristics, Functions, Pros & Cons of Fixed & Flexible Exchange Rate Regime, Fixed v/s Flexible Exchange Rate Regime, Current Exchange Rate Regime and Exchange Rate Management in India.
Module 4	**International Financial System:** Meaning & Definition, International Financial System v/s International Monetary System, Evolution, Components of International Financial System. Introduction to International Financial Markets: Meaning & Definition, Participants, Elements, Forex Market, Euro Currency Market, Euro Bond Market, Depository Receipts - ADRs, GDRs & IDRs; Bond Market - Masala Bonds, Green Masala Bonds, Samurai Bond, Yankee Bond, Panda Bonds and others
Module 5	**Balance of Payment,Balance of Trade (BOP & BOT)& recent trends in monetary system** Introduction to BOP & BOT: Meaning & Definition, Features, Components, Structure of BOP, BOP v/s BOT, Equilibrium & Disequilibrium in BOP, Types and Causes of Disequilibrium in BOP, Methods to Correct Disequilibrium in BOP, Devaluation and Depreciation of Currency – Recent

	Trends. Capital Account & Current Account: Meaning, Structure, Convertibility, Capital Account v/s Current Account Recent trends: Role of digital currencies and blockchain in facilitating crossborder trade and reducing BOP issues. the role of CBDCs and decentralized finance (DeFi). Analysis of modern sectors, including digital economies and green finance. SDR's evolving role in climate finance, digital gold ,types of cryptocurrencies and decentralized monetary systems in global finance, other FinTech Innovations in international finance. .

Suggested Books/Articles/Links for References:

1. Dr. Vivek Singh & Dr. R.K. Singh, Money, Banking & International Trade, SBPD Publishing House, Latest Edition.

2. Dr. V. Gopalakrishnan, Monetary Economics, Himalaya Publishing House, Lates Edition.

3. M. L. Jhingan, Money, Banking, International Trade and Public Finance, Vrinda

4. **Publications, Latest Edition.**

5.
6. K. N. Verma, Monetary
7. System, Vishal Publishing
8. Company
9.
10. ıncial Management Anmol publication Pvt. Ltd. New
11. P. Agarwal, International Finar
12. HPH ic Theory, Shyam Lal chaintable Trust, Ramnagar, New
13.
14. 14
15. Delhi.
16. Apte P.G: International Financ
17. Lavi Maurice: International Fi ıa, Money and Financial System, Sahitya Bhavan Publica ıey Theory: A Primer on Macroeconomics for Sovereign Monetary Systems, Palgrave

Vaish, Monetary Theory, V ta Singh, Applied Money and Banking, Sahitya Bhavan Publications.

, Money and Banking , Saylor

te: Latest edition of text book undation.
d.

REFLECTIVE AND CASE STUDIES :

Central Bank Digital Currencies (CBDCs) & the Future of MoneyThis case discusses how the introduction of CBDCs can transform monetary systems, particularly in terms of providing secure, interest-bearing alternatives to cash and deposits. It also highlights how CBDCs can increase financial inclusion and provide valuable insights into the financial health of banks during times of economic stress. Source: Federal Reserve Home

The Impact of FinTech and Digital Currencies on Central Banking Eswar Prasad's study explores the profound implications of FinTech and decentralized currencies like Bitcoin on traditional central banking systems. This includes the potential disruption to money flow, financial stability, and exchange rates, particularly for emerging markets. Source: Brookings Institution(Brookings

The Evolution of International Financial Markets in the Digital Age

This exercise looks into the rapid development of international financial markets, including the rise of decentralized finance (DeFi), digital assets, and blockchain technologies. The case study explores how these innovations are reshaping cross-border transactions and impacting the balance of payments (BOP). Source: IMF Research

- Gold Standard vs. Cryptocurrency: A Comparative StudyThis case examines the history and workings of the Gold Standard and contrasts it with modern virtual currencies like Bitcoin. It delves into the pros and cons of both systems, exploring the implications for monetary stability, exchange rates, and international finance.
Source: Harvard Business Review

- Case Study: Digital Currencies in Global Trade

Focuses on how blockchain and cryptocurrencies can streamline cross-border trade, reducing costs and settlement times. It analyses how digital currencies could alleviate issues in the balance of payments and correct disequilibrium. Source: Deloitte Insights

COURSE OBJECTIVE :	
On successful completion of the course, the students will be able to understand the Principles & Systems of Note Issue present in India and other countries. The contents will expose students to the depth of the Domestic and International Monetary system and practices in general**.**	
COURSE OUTCOME :	
CO1	Understand the evolution and functions of money, from barter to cryptocurrencies.
CO2	Analyse key monetary theories and their impact on economic stability. .
CO3	Evaluate various monetary standards, including gold and digital currencies
CO4	Understand the international financial system and innovations like FinTech and DeFi.
CO5	Analyse the structure and components of BOP and BOT, including the role of blockchain in trade

Teaching Pedagogy:

Constructivist Learning Model with Technology Integration: This teaching approach encourages students to construct their own understanding and knowledge of the subject through experiencing things and reflecting on those experiences. It combines traditional educational methods with modern technology, emphasizing active participation and collaboration. The curriculum incorporates real-world case studies, interactive simulations, and analytical tools to explore monetary theories and the impact of digital finance.

5 Skill Developments:

- **Critical Thinking**: Students analyse various monetary theories and assess the impacts of monetary policy decisions in different historical and contemporary contexts.

- **Adaptability**: Learning to adapt to the rapidly changing financial environments influenced by digital currencies and blockchain technologies.
- **Technological Fluency**: Gaining proficiency in using modern financial tools, from blockchain applications to financial modelling software.
- **Global Perspective**: Understanding international finance systems, including different monetary standards and policies, fostering a broader worldview.
- **Communication**: Developing clear and persuasive communication skills, necessary for articulating complex financial concepts and strategies in diverse professional settings.

Name of the Program: Master of Commerce Name of the Course: INTERNATIONAL BUSINESS ENVIRONMENT			
Semester 1			
Course Code	24MCO1.2	**Course Title**	**INTERNATIONAL BUSINESS ENVIRONMENT**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**

Syllabus.

Module 1:	**International Business & Environment:** Importance, nature and scope of International business; Modes of entry into International Business; globalization process and managerial implications; multinational corporations and their involvement in global Business: Issues in foreign investments, technology transfer, pricing and regulations. Introduction to Economic environment – political and regulatory environment demographic environment – social, cultural and technological environment (new concept)
Module 2:	**International Economic Environment:** Regional integration and trade blocks – Types of integration – theory of customs union, European union – regional groupings – integration of developing countries – ASEAN ,SAARC, SAPTA, global commodity agreements – quota agreements – Cartels – Bi-lateral & Multilateral contracts– Economic institutions – International Monetary Funds (IMF) – World Bank, Asian Development Bank, Digital Single Market in the European Union and the rise of Asia-Pacific economic digital partnerships (due to more Collateral relationships. new concept). UNCTAD, UNIDO, International Trade Centre, WTO, GATS, TRIM, TRIPS.
Module 3:	**International Trade and Investment Environment:** Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence – balance of payments – trade and BOP of India. Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making. Types and significance of foreign investments – factors affecting global investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global. digital supply chains and AI-driven procurement. (new update)
Module 4:	**Multi National Corporation:** Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India Transnational Companies and Global Companies–Their nature, Transfer of Technology – global competitiveness – indicators of competitiveness -competitive advantage of nations – Technology and Global competitiveness. global Operations – Global supply chain management – global manufacturing strategies – factors affecting global HRM and staffing policy – global negotiations – global asset protection –Protection of IPRs.and green technologies.

	Ethical and sustainable practices of MNCs in foreign investments, green technology transfer, and circular economy considerations

Module 5:	**Social Responsibilities and Ethics**: Social Responsibilities and Ethics, MNE Social Responsibilities – philanthropic Responsibility, Ethical Responsibility, Legal Responsibility, Economic Responsibility, Foreign Corrupt Practices Act, Cases. green corporate social responsibility(new concept)

Suggested Books/Articles/Links for References:

1. Dr. Mukesh Trehan & Ranju Trehan, *International Business Environment and Foreign Exchange*, 2023 Edition, V.K. Global Publications.
2. R. Srinivasan, *International Business: Text and Cases*, 3rd Edition, PHI Learning Pvt. Ltd., 2022.
3. **Dr. Ansarul Haque & Dr. S. Porkodi**, *International Business Environment*, Global Academic Publishers & Distributors, 2nd Edition, 2015.
4. P Subba Rao, International Business, Himalaya Publications
5. O P Agarwal, International Business, Himalaya Publications
6. Aswathappa. K., International Business, Tata McGraw Hill
7. Darrell Mahoriy, etal, International Business, Longman.
8. Charles W.L. Hill, International Business, McGraw – Hill.
9. John D. Daniels, etal, International Business, Pearson Education.
10. Don Ball and Wendell McCulloch, International Business, McGraw
11. A.V. Vedipurishwar, The Global CEO, Vision Books.
12. Dr. Ansarul Haque, Dr. S. Porkodi, International Business Environment, Global
13. Academic Publishers & Distributors, 2nd Edition, 2015
14. J. Stewart BlackAnant K. Sundaram, The International Business Environment 1st
15. 16 Edition, Pearson, 2015

– Hill.

REFLECTIVE AND CASE STUDIES :

1. Case Study: Tata Motors and the Fiat Auto Spa Agreement
   Explore the strategic alliance between Tata Motors and Fiat, examining the impact on international market entry and how this collaboration shaped the global automobile market.
2. **Ivey Business School** offers a large collection of over 8,000 business case studies, with many free options available. Their cases cover a wide range of topics like **leadership, international business**, and **entrepreneurship**, with a specific focus on real-world examples. Explore their collection at Ivey Publishing(Ivey Business School
3. The Case Centre
4.)**The Case Centre** provides access to over 85,000 cases from global institutions. You can find cases on topics like **cross-cultural management, corporate governance**, and more. They also offer free materials for **students and educators**. Explore cases here: The Case Centre(
5. The Case Centre
6.). **The Ivey Business Journal** includes insightful articles and executive interviews, offering a broader context for management education. It's a great source for reflective discussions and leadership studies. You can browse articles from the **Ivey Business Journal** The Case Centre
7.).Harvard Business Review | 709076-PDF-ENG
8. Case Study: Global Wine Wars: New World Versus Old (B)
   Investigate the competitive dynamics between New World and Old World wine producers. The study highlights the importance of globalization, market strategy, and cultural differences in international business.
   Harvard Business Review | 720503-PDF-ENG
9. Article: Ethical Leadership and Global Business Practices
   Delve into the ethical responsibilities of multinational corporations (MNCs) operating in foreign markets. The article discusses real-world examples of companies balancing profit with social responsibility. Read More
10. Case Study: Walmart Around the World
    A study of Walmart's international expansion, successes, and failures across various markets, focusing on strategic choices and the complexities of cross-cultural management.

COURSE OBJECTIVE	
On successful completion of the course, the students will be able to learn nature, scope and structure of Global Business Environment, and understand the influence of various environmental factors on global business **operations**	
COURSE OUTCOME	
CO1	Understand the nature, scope, and structure of the global business environment.
CO2	Analyse the influence of various environmental factors on international business operations.
CO3	Comprehend the dynamics of international trade, investment, and economic institutions.
CO4	Evaluate the role of multinational corporations and global competitiveness.

CO5	Recognize the importance of social responsibilities and ethical practices in global business.

Teaching Pedagogy:

Blended Learning Approach: Combines traditional lectures with digital tools, real-world case studies, and interactive discussions to enhance engagement and foster a deeper understanding of monetary systems, digital currencies, and international finance.

Skill Developments:

- **Analytical Skills**: Critical evaluation of monetary theories and digital currencies.
- **Collaborative Skills**: Group projects on international financial systems and digital economies.
- **Technological Proficiency**: Use of FinTech tools and blockchain applications.
- **Global Awareness**: Understanding international monetary policies and cross-border financial trends.

Name of the Program: Master of Commerce

Name of the Course: PRINCIPLES AND PRACTICES OF BUSINESS DECISIONS

Semester 1

Course Code	24M.CO1.3	**Course Title**	**PRINCIPLES AND PRACTICES OF BUSINESS DECISIONS**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**

Syllabus.

Module 1 Introduction to Economics: Introduction to economics, macroeconomics, and its interface with business and industry. Nature and Scope of managerial economics. Objectives of the firm, Economic, Managerial and Behavioural theories of the firm. Resources and Goals of an economic systems, Perfect Market, Free market and Mixed Economy. National Income and product concept, computation of National Income and related aggregates, problems in computation of national income. Concept of GDP, GNP, NDP and NNP. triple bottom line approach—economic, social, and environmental goals of firms. (new concept)

Module 2 Public Financial Policy: Public Finance branches – Principle of maximum social advantages – Sources of public revenue – canons of taxation – direct and indirect taxes impact and incidence – effects of taxation on production, consumption and distribution side of economy– recent policy changes in direct and indirect – public expenditure – causes for growth – effects of public expenditure – public debt – sources of public borrowing – methods of debt redemption – debt trap - budget – types and deficit. green taxes and carbon pricing(new concept)

Module 3: Demand Analysis & Consumer Choice: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand – its meaning and importance; price elasticity, income elasticity and cross elasticity – Using elasticity in managerial decisions; numerical problems and case studies. Introduction to Consumer Choice, Sovereignty, Cardinal and ordinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Behavioural economics in understanding consumer choices in the digital age Demand forecasting techniques; numerical problems and case studies. (new concept)

Module 4 : Production Theory: Production function – production with one and two variable inputs, Stages of production; Economies of scale; Estimation of production function; cost theory and estimation; Economic value analysis; Short and long run cost functions – their nature, shape and inter-relationship; Law of returns to scale; numerical problems and case studies

Module 5 Pricing Practices & Strategies: Determinants of pricing policy, pricing methods: Marginal Cost Pricing, Target Rate Pricing, Product Line Pricing, administered pricing, competitive bidding, dual pricing, transfer pricing. Price discrimination: requirements, types and dumping strategies. Pricing over product life cycle: skimmed pricing, penetration pricing, product –line pricing and price leadership. Impact of pricing on business decisions

Suggested Books/Articles/Links for References:

1. **S. K. Misra & V. K. Puri**, *Indian Economy: Its Development Experience*, 41st Edition, Himalaya Publishing House, 2023.
2. **M. L. Jhingan**, *Macroeconomic Theory*, 13th Edition, Vrinda Publications, 2022.**3.** KPM Sundaram – Indian Economy, S. Chand Publishing
3. **Uma Kapila**, *Indian Economy: Performance and Policies*, 23rd Edition, Academic Foundation, 2023.

4 **ıpta & A. S. Rana**, *Keynesian Economics and the Economics of Developing*
s,
5. t Edition, Atlantic Publishers
6. M.L. Seth – Macro Economic Theory – Vikas Publishing – Indian Economy, Sultan
7. C. Dhingr Chand & Sons.
8.
9. Gupta, Monetary Economics, S. Chand & Company.
10 ta; Managerial Economics, Sultan Chand & Sons, New Delhi.12
11 shney and K.L Maheshwari; Managerial Economics, Sultan Chand & Sons, Delhi.
12 Pal : Managerial Economics, Excel Books.
13 uja; Business Economics, S. Chand & Company Ltd., New Delhi
14 Gupta G. hakapaborti, Macroeconomics, HPH
18 - Macroeconomic theory- Tata Mc-Graw Hill publications
19 Muniraju, Macro Ecnomics for Business Decisions, HPH,
21 Dwivedi & Puri, Indian Economics, HPH
– Managerial Economics – Vikas publications
22 ishers.
23 garwall – Indian Economics – Problems of Development and planning – D.K
24 Bimal Jala
Rangaraja. V. Rao - National Income of India – 1950 to 1980 Sage
Publishers – India's Economic Crisis, Oxford, IBM.
– Principles of Macro Economics, Tata McGraw Hill Pub co.
st edition of text books may be used.

REFLECTIVE AND CASE STUDIES :

Yale School of Management Case Studies: Yale SOM offers a comprehensive collection of realworld case studies that cover a variety of topics in economics and business management. These cases are widely used in academic settings, including case studies like the financial strategies at Hertz and the "Coffee 2016" case. You can explore their top 40 most popular case studies here Yale SOM

ETCases: This platform offers a wide range of managerial economics case studies. One notable example is the Tata Steel case, which explores international ventures and electricity issues in the ferrochrome industry. You can find additional resources on open access electricity and its role in reducing costs for industries. Explore more on ET Cases here ET Cases

Economics Network: A valuable resource for case studies specifically aimed at teaching managerial and business economics. This platform provides access to numerous cases, including topics such as pricing, competition, and firm boundaries. Find case materials from institutions like Harvard Business School and NYU Stern here Economics Network

COURSE OBJECTIVE

To familiarise students with key macro-economic variables and their behaviour, and enable them to critically evaluate different economies and to enable students to integrate macroeconomic analysis into business decisions.

COURSE OUTCOME

CO1	Understand the nature and scope of managerial economics and its relevance to business.
CO2	Analyse public financial policy, including taxation, public expenditure, and debt management.

CO3	Apply demand analysis, elasticity, and behavioural economics to consumer choice and business decision-making
CO4	Evaluate production theory, cost estimation, and returns to scale in business operations.
CO5	Develop pricing strategies and practices based on market dynamics and product lifecycle stages

Teaching Pedagogy:

Incorporate **interactive lectures** that focus on real-world economic examples and case studies. Use **group discussions and debates** on current issues to foster critical thinking. Conduct **problem-solving sessions** for quantitative topics, ensuring practical application. Integrate **blended learning**, combining in-class instruction with online resources for deeper engagement.

Skill Development:

- **Analytical Thinking**: By solving numerical problems related to demand estimation and cost theory.
- **Problem-Solving**: Through case-based exercises on pricing strategies and public finance.
- **Critical Thinking**: Developed through debates on taxation, public debt, and sustainability policies.
- **Quantitative Skills**: Enhanced via computation exercises in national income and elasticity calculations.
- **Communication**: Strengthened through presentations and group discussions on economic theories.

Name of the Program: Master of Commerce **Name of the Course: INFORMATION TECHNOLOGY FOR BUSINESS**			
Semester 1			
Course Code	24MCO1.4	**Course Title**	**INFORMATION TECHNOLOGY FOR BUSINESS**
Course Type	**DSC**	**Total hours**	60
Credit	**4**	**No of hours per week**	4
Syllabus.			

Module 1	**: Introduction to E-Commerce:** Introduction, E-Commerce – Definition, History of Ecommerce, Online Extension of a BAM Model, Transition to E-Commerce in India, E-Commerce v/s Traditional Commerce, E - Commerce v/s E - Business. Electronic Commerce – Cutting Edge Technologies, Strengths, Weakness, Opportunities and Challenges of E-Commerce, Components of E-Business, E-Commerce Business models – B2C, B2B, C2B, C2C, B2G, C2G, Brokerage, Advertising, Infomediary, Merchant, Manufacturer (Direct), Affiliate, Community, Subscription, Utility. Ecommerce Business Revenue Models & Types, Impact of E-Commerce on business, Successful Business Models in India. Digital India. big data analytics(new concept)
Module 2	**Hardware and Software for E-Business:** Web Servers – Browsers – Server Software – Web Authoring Tools - Database System - World Wide Web – No of hours per week Name – Hardware requirements, Brief on Shopping Cart, Point of Sale, Wireless Payment Device**,** Strategies for Web Auction, Virtual Communities, Web Portal. Electronic Retailing and Malls. Electronic Shopping - Process, Electronic Catalogues, Interactive Advertising and Marketing. NFT (Non-Fungible Tokens) and other types of cryptocurrency (new concept)
Module 3	**Privacy & Technology**: Introduction to Internet Security – Secure Transactions – Computer Monitoring – Privacy Issues – Privacy on the Internet – Cyber Crimes & Types, Recent Cyber Attacks, Major types of Security Problems/Common Threats – E-Commerce and Security – Security for Internet Trading – Electronic Security Challenges. Introduction to Encryption: Elements & Methods of Encryption, Secret key, Private & Public key, Digital Signature, Digital Certificates. Modern Cryptography: Types, Tools & Applications, VPNs, SSL Protocol, Firewalls. ransomware and supply chain vulnerabilities. Zero Trust architectures (new update)
Module 4:	**IT Act of 2000 (Amendment in 2008 & 2018):** Introduction to Cyber Laws, Evolution & Need of Cyber Laws, Internet Frauds, Features, Objectives, Applicability & Non-applicability, Sections of IT Act ((Amendment) Act, 2018.), Section 43(A) (SPDI – Sensitive Personal Data), ISO 27001 guidelines, how to prevent Cyber Crimes? Some Pioneering Indian Case Studies, E-Transition Challenges for Indian Companies.
Module 5:	**EDI:** Electronic Data Interchange (EDI): Meaning & Definition, History & Evolution, Uses, EDI Standards, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet, EDI services, ANSI X12 and EDIFACT. RECENT EDI protocols .

Suggested Books/Articles/Links for References:	
1. **C. S. V. Murthy**, *E-Commerce: Concepts, Models, Strategies*, Himalaya Publishing	

House, Latest Edition.

2. **P. T. Joseph, S.J.**, *E-Commerce: An Indian Perspective*, 6th Edition, PHI Learning Pvt. Ltd., 2022.

3. **Ravi Kalakota & Andrew B. Whinston (Indian Edition)**, *Frontiers of Electronic Commerce*, Pearson Education, Latest Edition.

4. **Bharat Bhasker**, *Electronic Commerce: Framework, Technologies, and Applications*, 5th Edition, McGraw Hill Education, 2021.

5. **5.** Amrutha Gowry & Soundrajana, E – Business & Accounting, SHBP.

6. C.S.V Murthy- E Commerce, HPH

7. Agarwala K.N and Deeksha Ararwala: Business on the Net – Whats and Hows of ECommerce

8. P. Diwan / S. Sharma – E – Commerce 20

9. Srivatsava: E.R.P, I.K. International Publishers

10. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd

11. Edition. Tata McGraw-Hill Publications.

11. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata 12. McGraw-Hill Publications.

-Hill

12. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley.

13. E- Commerce Strategies, Technology and applications (David) Tata McGraw

14. Introduction to E-commerce (Jeffrey) Tata- McGraw-Hill

15. E-Business and Commerce- Strategic Thinking and Practice (Brahm Biztantra.

16. Deepak Bharihoke- “Fundamentals of Information Technology”.

13. Note: Latest edition of text books may be used.

REFLECTIVE AND CASE STUDIES

E-Commerce Security and Customer Satisfaction Impact
This study reviews how security issues impact customer satisfaction in e-commerce. It explores encryption, authentication methods, and secure transactions, providing insight into modern security practices and challenges in online business. IEEE Xplore Publication IEEE Xplore

Data Privacy in E-Commerce: Navigating Challenges
This article outlines the significance of data privacy in e-commerce, focusing on compliance with laws like GDPR and CCPA. It provides a practical overview for businesses to prioritize customer trust and secure data handling. Innovify

Cybersecurity in E-Commerce: US Legal Landscape
This article delves into the legal complexities of e-commerce in the US, covering data privacy regulations, automatic renewals, and the rise of cyber threats. It also highlights significant legal cases and best practices for e-commerce security. Dentons Home

COURSE OBJECTIVE

On successful completion of the course, the students will be able to understand E Commerce Business Models, Security Threats & Protections as well as application of Technology in every corner of the business in the world

COURSE OUTCOME

CO1	Understand the fundamentals of E-commerce, its evolution, business models, and its impact on traditional commerce.
CO2	Analyse the hardware and software requirements for E-business and explore digital retailing and virtual shopping technologies.
CO3	Evaluate privacy, internet security, encryption methods, and solutions to modern cybersecurity threats in E-commerce
CO4	Gain insights into the IT Act of 2000 and its amendments, along with cyber laws, fraud prevention, and key legal considerations in India.
CO5	Understand Electronic Data Interchange (EDI), its standards, working, and challenges in modern digital commerce

Teaching Pedagogy:

Incorporate **experiential learning** by having students explore real-world e-commerce platforms. Use **collaborative projects** where students design mock e-commerce websites, integrating security measures. Facilitate **role-playing** activities to simulate cybercrime scenarios and legal challenges. Provide **hands-on workshops** on the use of encryption, VPNs, and firewalls.

Skill Development:

- **Digital Literacy**: By navigating e-commerce tools and software for secure transactions.
- **Collaborative Work**: Through group projects focused on business models and digital ecosystems.
- **Ethical Awareness**: By discussing cyber laws, privacy, and online ethical issues.
- **Adaptability**: Learned by keeping up with fast-changing e-commerce technologies.
- **Strategic Thinking**: Developed by creating business models and identifying ecommerce opportunities and threats.

<table>
<tr><td colspan="4">Name of the Program: Master of Commerce
Name of the Course: MANAGERIAL FINANCE</td></tr>
<tr><td colspan="4">Semester 1</td></tr>
<tr><td>Course Code</td><td>24MCO1.5</td><td>Course Title</td><td>MANAGERIAL FINANCE</td></tr>
<tr><td>Course Type</td><td>DSC</td><td>Total hours</td><td>60</td></tr>
<tr><td>Credit</td><td>4</td><td>No of hours per week</td><td>4</td></tr>
<tr><td colspan="4">Syllabus.</td></tr>
<tr><td>Module 1</td><td colspan="3">Introduction to Finance: Introduction to Finance: Concept, Meaning, Principles & Types of Finance, Functions of Finance, Financing Decisions, Factors influencing Financial Decisions, Objectives of Corporate Financial Decisions. Introduction to Financial Management, Meaning & Definition, Evolution, Scope, Methods, Importance, Functional areas of Modern
Financial Management, Financial Management Process. Planning and Policy; Approaches to Capital Structure: Net Income Approach, Net Operating Income Approach, The Traditional approach, Modigliani & Miller Approach - Concept & Problems. Optimal Capital Structure: Meaning & Concept, Trade-Off-Theory v/s Pecking Order Theory, EBIT – EPS Approach –Concept & Problems.</td></tr>
<tr><td>Module 2</td><td colspan="3">Investment Decisions: Introduction to Investment Decisions: Meaning, Need and Factors, Efficient Investment Analysis. Introduction to Capital Budgeting Decisions – Meaning, Features, Process and Factors, Capital Budgeting Techniques: Traditional and Modern Techniques, Varying Opportunity Cost of Capital, NPV v/s IRR, Incremental IRR, Modified Internal Rate of Return (MIRR) – Concept, Evaluation Criteria & Problems, Fisher's Rate and Aggregate Capital Needs in Investment Decisions, Project Selection under Capital Rationing: Meaning, Types, Pros & Cons, Problems on Divisible & Indivisible Projects, Multi-Period Capital Rationing, Capital Budgeting under Inflationary Conditions.</td></tr>
</table>

Module 3	**Risk Analysis in Capital Budgeting:** Risk Analysis in Capital Budgeting – Meaning, Analysis of Risk and Uncertainty, Sources and Perspectives of Risk, Measurement of Risk, Nature of Risk in Capital Budgeting Decisions, Techniques for Risk Analysis: Risk Adjusted Discount Rate, Certainty Equivalent Method, Probability Method, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hiller Model, Break-Even Analysis, Corporate Risk Analysis, Decision Tree Analysis – Sequential Investment Decisions, Market Risk Analysis – Concept & Problems, Backward Induction Method, Utility Theory and Capital Budgeting. Monte Carlo Simulation (new update)
Module 4	**Corporate Restructuring:** Introduction to Corporate Restructuring: Mergers, Acquisitions, Takeovers, Spinoff, Synergies, Strategic Alliance, Joint Venture, Leveraged Buyouts, Management Buyouts (MBO) & Buy-in (MBI), Franchising, Intellectual Property Rights (IPRs), Sell-off, Demerger, Disinvestment v/s Divestment, Slump Sale, Reverse Merger, Equity Carveout – Concept & Types. Valuation under M&A: Discounted Cash Flow Method (DCF), Price-Earnings Ratio (P/E Ratio), EPS Approach, Enterprise-Value-to-Sales Ratio (EV/Sales), Replacement Cost Method – Concept & Problems.
Module 5:	**Dividend & Working Capital Decisions:** Introduction to Dividend Decisions, Meaning & Definition, Forms of Dividend, Types of Dividend Policy, Significance of Dividend, Impact of Dividend Policy on Company, Factors affecting Dividend Policy, Dividend Decision Theories – Walter's Model, Gordon's Model, MM Theory – Concept, Assumptions, Formula, Criticisms & Problems. Introduction to Working Capital, Meaning & Definition, Types of Working Capital, Significance of Adequate Working Capital – Evils of Excess or Inadequate Working Capital – Determinants of Working Capital – Sources of Working Capital, Techniques.

Suggested Books/Articles/Links for References:

1. **M.Y. Khan & P.K. Jain**, *Financial Management: Text, Problems, and Cases*, 9th Edition, McGraw Hill Education, 2023.
2. **I.M. Pandey**, *Financial Management*, 12th Edition, Vikas Publishing House, 2023.
3. **Prasanna Chandra**, *Financial Management: Theory and Practice*, 10th Edition, McGraw Hill Education, 2022.
4. **Rajiv Srivastava & Anil Misra**, *Financial Management*, Oxford University Press, Latest Edition.
5. **Ravi M. Kishore**, *Financial Management: Problems and Solutions*, 8th Edition, Taxmann Publications, 2022.
6. **S.N. Maheshwari**, *Financial Management: Principles and Practice*, 14th Edition, Sultan Chand & Sons, 2023.
7. **D. Chandra Bose**, *Fundamentals of Financial Management*, PHI Learning Pvt. Ltd., Latest Edition.
8. **R. P. Rustagi**, *Fundamentals of Financial Management*, Taxmann Publications, 2022.
9. **Satish B. Mathur**, *Working Capital Management and Control: Principles and*

Applications, New Age International Publishers, Latest Edition. Sharan, Fundamentals of Financial Management, Pearson Education India

10. Shri. Narendra Singh, Advanced Financial Management, HPH.
11. Dr. B. G. Sathya Prasad & M. N. Arora, Management Accounting and Financial Management, HPH.

Note: Latest edition of text books may be used.

REFLECTIVE AND CASE STUDIES.

Harvard Business School Case Studies - These include detailed case studies on topics like **capital budgeting**, **risk analysis**, and **investment decisions**. For example, you can find cases such as "Hapag-Lloyd AG: Complying with IMO 2020," which discusses capital budgeting under new environmental regulations. Available through the Harvard Business website here(Harvard Business School

Cases in Corporate Finance by Mayank Joshipura & Sachin Mathur - This book provides several real-world case studies on dividend payouts (e.g., **Mahindra and Mahindra**), capital structure decisions (e.g., **Reliance Industries Limited**), and valuation under mergers and acquisitions. It's a valuable resource for both theoretical insights and practical applications, including complex problems in corporate restructuring. Explore the topics on Routledge

COURSE OBJECTIVE.

On successful completion of the course, the Students will be able to understand the advanced tools and techniques used in evaluating projects for financial decisions. The theories on financial management concepts will help the students to attain a greater anatomy on effective financial decision making in business

COURSE OUTCOME.

CO1	Gain a thorough understanding of finance concepts, principles, and financial management approaches, including optimal capital structure and capital budgeting.
CO2	Develop skills in evaluating investment decisions, applying various capital budgeting techniques, and understanding the implications of opportunity costs
CO3	Analyse risk in capital budgeting by utilizing risk analysis techniques like sensitivity analysis, decision trees, and Monte Carlo simulations
CO4	Understand corporate restructuring strategies such as mergers, acquisitions, and valuation methods used in M&A decisions
CO5	Learn dividend and working capital management decisions, including theories and policies affecting corporate financial decisions.

Pedagogy:

Adopt **interactive problem-solving sessions** where students solve real-world financial cases. Use **concept-based discussions** on capital structure and investment decisions. Implement **simulation exercises** on risk analysis and corporate restructuring. Conduct **flipped classroom activities** where students present topics like dividend policies.

Skill Development:

- **Financial Decision-Making**: Developed by evaluating capital structure and corporate restructuring cases.

- **Quantitative Analysis**: Enhanced through solving problems on NPV, IRR, and capital budgeting techniques.
- **Risk Management**: Cultivated by analysing risk factors in investment and corporate mergers.
- **Strategic Thinking**: Gained by understanding trade-offs in capital and dividend decisions.
- **Leadership**: Strengthened through team-based financial case presentations and problem-solving.

Name of the Program: Master of Commerce

Name of the Course: GLOBAL TALENT MANAGEMENT			
Semester 1			
Course Code	24MCO1.6	**Course Title**	**GLOBAL TALENT MANAGEMENT**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**
Syllabus.			
Module 1	**Introduction to Talent Management:** Introduction, Talent Management – Overview, Talent Management – History, Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Building Blocks of Effective Talent Management System, Life Cycle of Talent Management ,Role of HR in Talent Management, Compensation and reward strategies for Effective Talent Management, Human Capital- Meaning, Definition and Characteristics. nonmonetary rewards, such as work-life balance initiatives and wellness programs		
Module 2	**Talent Planning and Acquisition:** **Talent Planning:** Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership **Talent Acquisition:** Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions **remote recruitment strategies** and **virtual onboarding processes**.		
Module 3	**Talent Engagement and Retention:** Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention, technology-enhanced engagement tools, such as employee feedback platforms and gamification in engagement strategies.		
Module 4	**Information Technology and HR Analytics in Talent Management:** Introduction, Role of Information Technology in Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management		

Information Strategy, Analytics for TM Processes, Design Development through Rapid Prototyping and Scaling, Implementation and Maintenance, **continuous improvement through AI-driven analytics** and **real-time tracking of performance metrics**. Audit and Update

Module 5 Contemporary Talent Management Issues, Challenges, Best Practices and Innovation: Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India, AI applications in Human Resource Management Practices, Defrauds in Talent Acquisition**,** Development, Utilization and Separation.

Suggested Books/Articles/Links for References:

1. **R. S. Dwivedi**, *Managing Human Resources: Personnel Management in Indian Enterprises*, Galgotia Publishing Company, Latest Edition.
2. **P. L. Rao**, *International Human Resource Management: Text and Cases*, Excel Books, Latest Edition.
3. **Srinivas R. Kandula**, *Human Resource Management in Practice: With 300 Models, Techniques, and Tools*, PHI Learning, Latest Edition.
4. **K. Aswathappa & Sadhana Dash**, *International Human Resource Management*, McGraw Hill Education, Latest Edition.
5. a Publications, TALENT MANAGEMENT: Process of
6. ,
7. Developing and Integrating Sl Dave Collins; Aine MacNamara,
8. Workers :outledge
9. vyk , Strategic management of global leadership talent Advances in global leadership Pascal, Talent management systems: Best practices in ecruitment, retention, and workforce planning.

.atest edition of text books m plications in HR Practices, Prentice Hall, NewYork.

REFLECTIVES AND CASE STUDIES.

IBM's AI Tools for Employee Retention: IBM's Watson AI predicts which employees are at risk of quitting, allowing managers to take action and reduce turnover. This use of predictive analytics improved IBM's retention rate by 25%. It also enhances personalized skill development, tailoring learning initiatives based on employee strengths and career goals. More details on AI's role in HR are available here(AI HR institute **Quantum Workplace and Employee Engagement**: A case study on Quantum Workplace shows how a manufacturer reduced employee turnover through targeted engagement and pulse surveys. This company used data to address specific issues like workload expectations and compensation clarity. The study offers insights into improving engagement using survey analytics. Read more hereQuantum Workplace **Meritrust Credit Union's Retention Strategy**: Meritrust Credit Union implemented customized surveys to understand why employees stay or leave. Their findings, which emphasized the importance of workplace culture and career advancement, shaped their retention strategies. This real-world case highlights the impact of understanding employee motivations for better retention. Access the study hereQuantum Workplace **Mutual of Omaha's Pulse Surveys**: Mutual of Omaha deployed pulse surveys to gather insights on employee preferences and perceptions, particularly in competitive talent markets. By listening to feedback and taking action, the company significantly improved retention and new hire satisfaction. More details can be found hereQuantum Workplace
COURSE OBJECTIVE.
On successful completion of the course, the students will be able to understand the core concepts of Talent management and application of Talent management in various multi-disciplinary areas.
COURSE OUTCOME.

CO1	Gain a comprehensive understanding of talent management, its history, scope, key processes, and the role of HR, including both monetary and non-monetary reward strategies.
CO2	Learn strategic talent planning and acquisition techniques, including succession planning, innovative recruitment processes, and virtual onboarding
CO3	Develop skills to enhance employee engagement and retention using modern tools such as feedback platforms, gamification, and technology-enhanced strategies
CO4	Understand the role of IT and HR analytics in talent management, including the use of AI for real-time performance tracking and continuous improvement.
CO5	Address contemporary challenges in talent management, including AI applications, e-frauds, and best practices specific to the Indian context

Pedagogy: The course will emphasize interactive learning with real-world applications of talent management principles. Case studies and AI-based tools will be integrated into class discussions. Practical HR tools for employee engagement and retention will be explored. Guest lectures from industry professionals will provide further insight.

Skill Development:

- Understanding the strategic aspects of talent acquisition and engagement.

- Ability to use AI tools for analysing employee retention and performance metrics.
- Skill in evaluating and implementing modern HR technology for talent management.
- Enhanced decision-making for talent planning and succession strategies.
- Expertise in handling contemporary challenges in managing human capital effectively.

Name of the Program: Master of Commerce Name of the Course: Corporate Communication Skills			
Semester 1			
Course Code	24MCO1.7	**Course Title**	**Corporate Communication Skills**
Course Type	**SOFTCORE**	**Total hours**	**45**
Credit	**2**	**No of hours per week**	**3**
Syllabus.			
Module 1	**Introduction to Corporate Communication** Nature of Corporate Communication, Advantages of Corporate Communication, Corporate Communication for Managerial Functions, Networked Communications, Meta Communications system in Organization. Formal and Informal Communications in Organizations, Cost of poor Decisions and Communication gap. Importance of Corporate communication for value creation , Communication mechanism with stake holders- Corporate Liaoning, The Role of C-Suite executives in Corporate Communication and Decisions.		
Module 2	**Public Speaking** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings, Role of Public speaking for better navigation by executives and Managers in Organizational Hierarchy, Public speaking for developing leadership skills, Trouble shooters and corporate communications		
Module 3	**Soft skills** How communication skills and soft skills are inter-related, Body languageposture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Etiquettes -Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, for attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, putting callers on hold, transferring a call, screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette.		

Module 4	**Presentation skills of Executives and Employees** Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of Audio-visual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation.
Module 5	**Technology in Corporate Communication.** Web /video conferencing, tele-meeting. Virtual Meeting Mechanisms-etiquette, personation skills, Work from home communications, E-Training and
	performance appraisal Physical Appearance; Communication Style; Content of Communication, Emerging Trends in Virtual Communication.

Suggested Books/Articles/Links for References:

1. Monipally MM, Busines Communication Strategies, McGraw Hill
2. Bovee, Till and Schatzman, Business Communication today, Pearson
3. Scot Ober, Contemporary Busines Communication, Biztantra
4. Parag Diwan, Business Communication, Excell books
5. Murphy, Effective Business Communication, McGraw-hill 6. Teaching and learning Resources;

http://eff.cls.utk.edu/fundamentals/eff standards.htm

http://www.ndted.org/teachingResources/ClassroomTips/Communication.htm **Note:**

Latest edition of text books may be used.

REFLECTIVE AND CASE STUDIES.

- **Reflective Study:** ○ Analyze a company's corporate communication strategy and its impact on stakeholder engagement.
- **Case Study:** ○ "The Role of Corporate Communication in Crisis Management" - Harvard Business Review
  - ○ Public Speaking: The Key to Successful Leadership" - Toastmasters International ○ "Effective Cross-Cultural Communication in Business" - Forbes ○ "The Art of Presentation Skills" - LinkedIn Learning ○ "How Technology is Transforming Corporate Communication" - McKinsey & Company

COURSE OBJECTIVE.

The course aims to equip students with essential corporate communication skills, including public speaking and soft skills, to enhance their effectiveness in organizational settings. It also emphasizes the integration of technology in communication practices to adapt to modern business environments.

COURSE OUTCOME.

CO1	To sharpen the Analytical, written, non-verbal, Spoken Communication and interpersonal skills essential in organizations involving Decision making and implementation

CO2	To demonstrate good team work and negotiation skills.

Pedagogy

The course will utilize interactive lectures, group discussions, case studies, role-playing, and hands-on presentations to foster practical understanding. Students will engage in peer feedback sessions to enhance their communication skills in real-world contexts.

Skill Development

- **Effective Communication:** Mastering verbal and non-verbal communication techniques.
- **Public Speaking:** Developing confidence and clarity in delivering presentations.
- **Interpersonal Skills:** Enhancing collaboration and relationship-building abilities.
- **Cross-Cultural Awareness:** Understanding diverse communication styles across cultures.
- **Digital Proficiency:** Utilizing technology for effective virtual communication and presentations.

Name of the Program: Master of Commerce Name of the Course: MODERN INDIAN BANKING			
Semester II			
Course Code	24MCO2.1	**Course Title**	**MODERN INDIAN BANKING**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**
Syllabus.			
Module 1	**Introduction to Indian Banking:** Introduction to Indian Banking: Phases of Indian Banking System, Introduction on SBI, Nationalized Banks, Private Banks, Local Area Banks, Small Finance Banks, Payment Banks, Foreign Banks, Cooperative Banks and Regional Rural Banks: Features, Functions & Objectives. Acts: Banking Regulation Act, 1949, Deposit Insurance and Credit Guarantee Corporation Act 1961, The Securitization and Reconstruction of Financial Assets and Enforcement of Securities Interest Act, 2002 (SARFAESI Act), Prevention of Money Laundering Act 2002, Banking Ombudsman Scheme – Introduction & Concept. Major Reforms in Banking Sector in India. **Pradhan Mantri Jan Dhan Yojana (PMJDY)**, **Unified Payments Interface (UPI)**, and the **role of fintech** in reshaping banking.		
Module 2	**Reserve Bank of India:** Reserve Bank of India: History, Key Landmarks, Objectives, Organization Structure, Functions, recent measures by RBI. Introduction to Monetary Policy: Techniques of Monetary Policy – Qualitative & Quantitative (CRR, SLR, Repo, Reverse Repo, Bank Rate, MSF Rate, MCLR Rate, Liquidity Adjustment Facility, Open Market Operations, Marginal Stability Scheme), Monetary Policy and Indian Economy		
Module 3	**Non-Performing Asset (NPA):** Introduction to NPA: Meaning & Definition, Identification of NPA, Asset Classification & Guidelines by RBI, Provisioning – Asset Classification, Causes for NPA, Effects of NPA, Impact of NPA on Balance Sheet, Balance Sheet Cleaning, Monitoring of NPA, Measures to overcome NPA, Writing off of NPAs, NPA Management. NPA norms by RBI. IRAC Norms (i.e., Income Recognition and Asset Classification norms), Debt Recovery Tribunals, Wilful Defaulters, Introduction to Credit Information Bureau (India) Limited (CIBIL), Insolvency and Bankruptcy Code (IBC), 2016.		
Module 4	: **BASEL Norms:** Introduction to BASEL, History of BASEL, BASEL: I, II and III – Objectives, Framework, Challenges, Pillars and Impact. BASEL Norms – Guidelines by RBI. Recession and Indian Banking Sector.		
Module 5	**Asset & Liability Management:** Introduction, Meaning & Definition, Types and Characteristics of Assets & Liabilities, ALM Strategies, Risk Management Concepts, VAR Analysis, Back-testing and Stress Test for Banks, E-Frauds in banking System – Challenges and Solutions.		

Suggested Books/Articles/Links for References:

1Gorden and Natarajan: Banking Theory Law and Practice
2. Tannan M L: Banking Law and Practice in India
3. Vasant Desai, Bank and Institutional Management, HPH,

4. Muralisubbakrishna, Bank Credit Management,
5. O Payramval, Modern Banking of India.
6. Shekar K C: Banking Theory Law and Practice
7. S.P. Srivastava: Banking Theory Law and Practice
8. Kiran Prakashan: Banking and Financial Awareness
9. Moorad Choudhry: The Principles of Banking,
10. S Natarajan & Dr. R. Parameswaran, Indian Banking, Kindle Edition **Note: Latest edition of text books may be used.**

Reflectives and case studies.

- "The Role of Fintech in Reshaping Indian Banking" - McKinsey & Company
- "Monetary Policy Framework in India" - Reserve Bank of India
- "Understanding NPAs in the Indian Banking Sector" - Economic Times
- "Impact of Basel III Norms on Indian Banking" - NSE India
- "Challenges and Solutions for E-Frauds in the Indian Banking System" - Cybersecurity & Infrastructure Security Agency

COURSE OUTCOME

On successful completion of the course, the students will be able to understand the core banking services, prudential norms, new technologies and the latest transformation or reforms in Indian Banking Sector.

COURSE OBJECTIVE

CO1	Understand the structure and evolution of the Indian banking system, including various types of banks and their functions.
CO2	Analyze the role of the Reserve Bank of India in shaping monetary policy and regulating the banking sector.
CO3	Gain insights into Non-Performing Assets (NPAs), their causes, impact, and management strategies
CO4	Comprehend the importance and implications of BASEL norms in maintaining banking stability and managing financial risks
CO5	Learn Asset and Liability Management (ALM) strategies and risk management techniques in the banking sector.

- **Pedagogy**:
  The module will be delivered through **lectures** that introduce the phases of the Indian banking system and various banking institutions (SBI, Nationalized Banks, Private Banks, etc.). **Case studies** will focus on reforms like the Pradhan Mantri Jan Dhan Yojana (PMJDY) and the role of fintech. Students will engage in **group discussions** on the impact of acts like the SARFAESI Act and Prevention of Money Laundering

Act on the banking system. **Guest lectures** by banking professionals will provide realworld insights, supplemented by **research projects** on the evolution of banking.

Skill Development:

- **Banking System Awareness**: Develop a comprehensive understanding of various types of banks in India and their functions.
- **Regulatory Knowledge**: Gain insights into important banking regulations and their applications.
- **Fintech Integration**: Build knowledge on how fintech innovations reshape traditional banking.
- **Reform Analysis**: Cultivate the ability to evaluate and critique major reforms in the Indian banking sector.

Name of the Program: Master of Commerce Name of the Course: RISK MANAGEMENT & DERIVATIVES			
Semester II			
Course Code	24MCO2.2	**Course Title**	**RISK MANAGEMENT & DERIVATIVES**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**
Syllabus.			
Module 1	**Introduction to Risks:** Introduction to Risks: Meaning, Definition, Evolution, Types, Classification, Sources, Scope, Challenges of Risks to Business. Introduction to Risk Management: Meaning & Definition, Steps in Risk Management, Objectives, Process, Role of Risk Management in Business & Finance - Risk Management Techniques, Risk and Uncertainty, Perils, Clauses and Risk Covers. Risk Management Practices in Business, Insurance, Banks and Finance, Concept of Agri Risk Management. emerging risks in digitalization, cyber security, and environmental concerns.		
Module 2	**Credit Risk Management:** Credit Risk and Risk Management Models: Introduction to Credit Risk, Meaning & Definition, Sources, Components, Classification of Credit Risk, Factors affecting Credit Risk. Introduction to Credit Risk Management – Meaning, Principles, Prudential Norms, Process, Tools of Credit Risk Management, Functionality of Good Credit. Concept & Problems on Credit Risk Management Models: Altman's Z Score Model, RAROC Model, KMV Model, VAR Model, Credit Metrics Model, Credit Risk Rating Model, Credit Risk Score by CIBIL – Mechanism. behavioural data in credit scoring models		
Module 3	**: Market Risk & Operations Risk:** Introduction to Market Risk: Meaning & Definition, Types, Yield Curve & Types. Introduction to (Value at Risk) VaR Model: Meaning & Definition, Why VaR?, Calculation of VAR, Pros & Cons of VaR, Methods of VaR – Historical Simulation, Model Building Approach, Linear Approach, Quadratic Model, Monte Carlo Simulation, Stress Testing and Back Testing – Concept & Problems. Introduction to Operations Risk Management (ORM): Meaning & Definition, Features, Types & Causes of Operations Risk, ORM Process, Why ORM?, Risk Modelling Methods, 5M Model – Concept. building operational resilience in global supply chains and critical infrastructure.		
Module 4	**Basics of Derivatives:** Introduction to Derivatives, Evolution of Derivatives, Meaning & Definition, Characteristics, Functions, Participants, Economic Benefits of Derivatives, Factor Contributing to the growth of Derivatives Market in India, Types of Derivatives – Concept, Meaning & Definition. Recent Trends in Derivatives. **Green Derivatives and types of Derivatives .**		

Module 5	**: Futures, Options & Swaps:** Introduction to Futures Market: Meaning & Definition, Evolution, Types, Features, Terminologies, Pros & Cons, Forwards v/s Futures, Margin & Types of Margins, Mark to Market – Concept & Problems, Cost of Carry Model – Concept & Problems, Clearing & Settlement of Future Contract. Introduction to Options Contract: Meaning & Definition, Evolution,

	Types, Features, Terminologies, Pros & Cons, Options Market Trading Mechanism, Futures v/s Options, Option Valuation: Binomial Option Pricing Model, Black-Scholes Option Pricing – Concept & Problems. Introduction to Swaps: Meaning & Definition, Types, Features, Pricing of Swaps: Concept & Problems. Introduction to crypto futures, options, and swaps, along with regulatory challenges

Suggested Books/Articles/Links for References:

1. P.K. Supta, Insurance & Risk Management, HPH

2. G. Koreshwar, Risk Management, HPH

3.B. S. Bhatia, *Risk Management in the Banking Sector*, Deep & Deep Publications, Latest Edition.

4.P. G. Apte, *International Financial Management*, Tata McGraw Hill, Latest Edition.

5. S.K. Poddar, Risk & Insurance Management, HPH

6. John C. Hull, Risk Management & Financial Institutions, HPH

7. Robert W. Kolb, James A. Overdahl, Financial Derivatives: Pricing and Risk Management, John Wiley & Sons.

8.. Sundaram Janakiramanan, Derivatives and Risk Management, Pearson Education Inc 29

9. Verma, Derivatives and Risk Management, Tata McGraw-Hill Education

10. KHATRI, DHANESH KUMAR, Derivatives and Risk Management, PHI Learning Pvt. Ltd.

11. Steve L. Allen, Financial Risk Management, Wiley **12.** Philippa X. Girling, Operational Risk Management, Wiley **Note: Latest edition of text books may be used.**

REFLECTIVE AND CASE STUDIES.

1. Overview of Altman's Z Score, RAROC, KMV, and Credit Risk Rating by CIBIL
   - Reflective Study: Analyze a bank's credit risk management practices.
   - Case Study: "Credit Risk Management in Banking" - Deloitte Insights
2. Introduction to Value at Risk (VaR): Definition, Calculation, Pros & Cons
   - Stress Testing and Back Testing: Concepts and Applications
   - Reflective Study: Reflect on the importance of stress testing in market risk management.
   - Case Study: "Operational Risk Management in Financial Institutions" - Risk.net
3. Meaning, Types, Sources, and Challenges of Risks to Business
   - Risk Management Techniques and Emerging Risks in Digitalization
   - Reflective Study: Assess a business incident and potential risk management strategies.
   - Case Study: "Cybersecurity Risks and Their Management in Businesses" - Harvard Business Review
4. Characteristics, Functions, and Types of Derivatives
   - Recent Trends in Derivatives and Introduction to Green Derivatives
   - Reflective Study: Evaluate the impact of recent trends on the Indian financial market.
   - Case Study: "The Growth of the Derivatives Market in India" - Economic Times
5. Introduction to Futures Market: Types, Features, and Margin Concepts
   - Introduction to Options: Valuation Models like Binomial and Black-Scholes
   - Reflective Study: Compare futures and options contracts in trading scenarios.
   - Case Study: "Regulatory Challenges in the Crypto Derivatives Market" - CoinDesk
6. Definition, Types, Causes, and ORM Process
   - Building Operational Resilience in Supply Chains
   - Reflective Study: Discuss the significance of ORM in financial institutions.
   - Case Study: "Operational Risk Management in Financial Institutions" - Risk.net
7. Meaning, Sources, and Factors Affecting Credit Risk
   - Introduction to Credit Risk Management Principles and Process
   - Reflective Study: Analyze credit risk factors in a specific industry.
   - Case Study: "Understanding Credit Risk" - McKinsey & Company

COURSE OBJECTIVE

On successful completion of the course, the students will be able to understand the basic knowledge of risk, type of risks and tools of risk management. They can understand the role of derivatives as financial instruments to mitigate the risks in Business.

COURSE OUTCOME

CO1	Understand various types of risks in business, including their sources, classification, and risk management techniques.
CO2	Analyze credit risk management models and their role in assessing creditworthiness and managing default risk

CO3	Comprehend market and operational risks, including Value at Risk (VaR) models and operational risk management processes.
CO4	Explore the fundamentals of derivatives, including their functions, types, and recent trends in the derivatives market.
CO5	Learn about futures, options, and swaps, their pricing models, and emerging challenges like crypto derivatives and regulatory concerns.

Pedagogy

The course will employ a blend of lectures, interactive discussions, case studies, simulations, and group projects to enhance understanding. Students will engage in hands-on activities to apply theoretical concepts in real-world scenarios, fostering critical thinking and problemsolving skills.

Skill Development

- **Analytical Thinking:** Enhancing the ability to assess risk factors and make informed decisions.
- **Quantitative Skills:** Developing proficiency in financial modelling and risk assessment techniques.
- **Communication Skills:** Cultivating effective communication strategies for presenting risk analyses.
- **Technological Proficiency:** Familiarity with risk management software and tools.
- **Ethical Judgment:** Understanding the ethical implications of risk management decisions in business contexts.

Name of the Program: Master of Commerce **Name of the Course: ADVANCED RESEARCH METHODOLOGY**			
Semester.II			
Course Code	24MCO2.3	**Course Title**	**ADVANCED RESEARCH METHODOLOGY**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**
Syllabus.			

Module 1	**Introduction to Research:** Introduction to Research: Meaning, Characteristics, Objectives, Motivation in Research, Types, Methods, Significance, Process, Approaches, Criteria of Good Research. Concept of Theory, Empiricism, Deductive and Inductive Theory. Introduction to Ethics in Research, Plagiarism, Limitations and Ethical Issues in Research, Software for Detection of Plagiarism, Plagiarism level in National and International Publications, Problems encountered by researchers in India.
Module 2	**Research Topic & Research Design:** Selecting a Topic for Research, Types of Research Problems in Social Science, Components & Sources of Research Problem, Techniques involved in Defining Problem, Definition of Problem and Evaluating Problem, Review of Literature: Need, Purpose & Note Taking, Research Gap Identification. Introduction to Research Design: Meaning, Need & Importance, Types & Uses of Research Design, Features of Good Research Design, Types of Research Design – Concept, Pros & Cons. Qualitative, Quantitative and Mixed Research Designs, Steps in Sample Design, Complex Random Sample Designs, Variables in Research: Introduction, Meaning, Types
Module 3	**Scales of Measurement & Data Processing:** Scales of Measurement: Types of Data Measurement Scale, Techniques of Data Scaling, Goodness of Measurement Scales, Deciding the Scale, Validating the Scale. Data Processing: Processing and Distribution - Field Work Validation - Tabulation - Editing - Coding - Classification and Tabulation of Data – Presentation - Graphical Representation. Reliability and Validity: Meaning, Types and Need. Sources of Data: Primary and Secondary Sources – Qualitative and Quantitative Methods of Data Collection, Constructing Questionnaire, Standardized Questionnaire, Questionnaire v/s Schedules
Module 4	**Sampling & Hypothesis:** Introduction to Sampling: Concepts of Population, Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample, Types of Sampling - Probability and Non-Probability, Determining Size of the Sample, Sample v/s Census, Introduction to Hypothesis: Meaning, Concepts & Types. Type I and Type II Errors, Level of Significance, Testing of Hypotheses: Concepts, Steps in Testing of Hypothesis, P – Value Approach
Module 5	**Statistical Tests & Software's:** Univariate and Multivariate Data Analysis, Descriptive vs Inferential Analysis - Descriptive Analysis of

	Univariate Data and Bivariate Data, Parametric and Non-Parametric Tests, Correlation Analysis, Multiple regression analysis, t-Test, Z-Test, F-Test, Chi-Square, ANOVA and Econometrics Model – Concept & Problems. Importance of Report Writing - Types of Reports, Footnotes and Bibliography, Reference Management Software like Zotero/Mendeley, Research Software like SPSS, AMOS, GRATEL, R TOOLS., PYTHON, etc. **In the place of Internal Assessment, Practical Tests shall be conducted through Statistical software packages (SPSS, AMOS) for Research. Practical Examination will be conducted by the COE.**

Suggested Books/Articles/Links for References:

1. Moses, C.A. Survey Methods in Social Investigation.
2. Goode & Hatt, Methods in Social Investigation.
3. William Emory, Business Research Methods.
4. Vemon Colver & H.L. Balsleg, Business Research Methods.
5. Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalya Publishing house.
6. Kothari. C.R, Methodology of Research, Vikas Publishing House.
7. K.R. Sharma, Research Methodology, National Publishers, Jaipur.
8. Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
9. Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill.
10. C.S. Raydu, E-Business of E-Commerce, HPH
11. Dr. Usha Devi, Business Research Method, HPH **12.** J.K Sachdeva, Business Research Methodology,
13. William Emory, Business Research Methods.
14. Dr. O. R. Krishnaswami, "Business Research Methods", Himalaya Publishing House, 2020, Mumbai.
15. P.K. Mozi, Research Methodology, HPH
16. Dr. Usha Devi, Business Research Method, HPH **Note: Latest edition of text books may be used.**

REFLECTIVE STUDIES AND CASE STUDIES

- Reflective Study: Analyze ethical dilemmas faced in research.
- Case Study: "Plagiarism in Academic Research" - Elsevier
- "Understanding Research Design" - SAGE Journals • "The Importance of Reliability in Research" – APA
- Discuss the significance of sample size in research.
- Case Study: "Sampling Techniques in Social Research" - ResearchGate
- Research Software: SPSS, AMOS, R, Python
- Reflective Study: Explore the impact of statistical software on research outcomes.
- Case Study: "Using SPSS for Data Analysis" – IBM , https://scholar.google.co.in/scholar?q=Case+Study:+%22Using+SPSS+for+Data+Analysis%22+-+IBM&hl=en&as_sdt=0&as_vis=1&oi=scholart •

COURSE OBJECTIVE

On successful completion of the course, the students will be able to learn concepts, tools and techniques of the methodology of business research. It also gives an opportunity to do a research / consultancy project in future.	
COURSE OUTCOME	
CO1	Understand the fundamentals of research, including its characteristics, objectives, types, and ethical considerations.
CO2	Develop skills in selecting and defining research topics, identifying research gaps, and designing effective research methodologies
CO3	Learn data measurement techniques, processing methods, and the importance of reliability and validity in research
CO4	Gain knowledge of sampling methods and hypothesis testing, including statistical significance, errors, and sample size determination
CO5	Analyze data using statistical tests and research software, and understand the process of report writing and reference management tools

Pedagogy

The course will employ experiential learning through real-world research projects, allowing students to engage directly with data collection and analysis. Interactive lectures will be complemented by guest speakers from academia and industry to provide diverse perspectives. Collaborative group work will foster peer learning and critical discussions.

Skill Development

- **Research Design:** Gaining expertise in formulating robust research designs tailored to specific inquiries.
- **Quantitative Literacy:** Enhancing skills in interpreting statistical data and understanding its implications.
- **Literature Review Skills:** Developing the ability to conduct thorough literature reviews and synthesize findings effectively.
- **Presentation Skills:** Improving capabilities in presenting research findings clearly and persuasively to diverse audiences.
- **Project Management:** Learning to manage research projects, including planning, execution, and evaluation phases.

Name of the Program: Master of Commerce **Name of the Course: DIGITAL MARKETING**			
SEMESTER II			
Course Code	24MCO2.4	**Course Title**	**DIGITAL MARKETING**
Course Type	**DSC**	**Total hours**	**60**

Credit	4	No of hours per week	4
Syllabus.			
Module 1	**Introduction to Digital Marketing:** Introduction, Meaning & Definition, History, Objectives, Features, Scope, Benefits and Problems, Techniques, Digital Marketing v/s Real Marketing. Landscape – Past – Today – Future; Internet Infrastructure Stack Business Models & Strategies: Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to Digital Business Models – E-Business Models– Performance Metrics – The Balanced Scorecard. Impact of AI, Machine Learning, and Automation on Digital Marketing		
Module 2	**Digital Marketing Environment:** Product – Products on Internet – Creating Customer Value Online – Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics – Promotion – Integrated Marketing Communication (IMC) – Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling – IMC Metrics- Search Engine Optimization (SEO) – Contents, Tools & Optimization. Content Management – SWOC. SWOC Analysis of Digital Content Strategies. Voice Search Optimization, and AI-Driven SEO		
Module 3	**Research Environment:** Data Driven Strategy – Marketing Knowledge Management – Monitoring Social Media – Technology-Enabled Approaches – RealSpace Approaches – Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics - Consumer Behaviour Online – Segmentation – Targeting – Differentiation – Positioning Strategies, Online Marketing Research Tools, Affiliated Marketing – Concept. Overview of Global EMarketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet. Global Consumer Behaviour Trends.		
Module 4	**Customer Acquisition and Retention:** Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing – Customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success – CRM Platforms, Strategies & Models. E-CRM System: Why & Uses, Website Solution Method, Web Analytics & Use of Google Analytics – Reports. Heat Maps, Funnel Reports, and A/B Testing.		
Module 5	**Emerging Issues:** Online Governance and ICANN – Jurisdiction – Fraud – Consumer Loyalty of Website-Services – The Quadratic Effect of Flow Role of Technology Readiness in Developing Trust and Loyalty for E-Services in		

	Developing. Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security –Cyber Crime. Email, Facebook, Instagram, LinkedIn and other Social Applications Marketing – Concept. Email Automation, Chatbots, Messenger Marketing, and Personalization in Social Media Campaigns
Suggested Books/Articles/Links for References:	
1. KAUSHIK, A, Web Analytics 2.0 (1st ed.). Wyley Publishing, Inc.TK 5105.88817 K38i **2.** KRUG, S, Don't make me think, Revisited (3nd ed.). New Riders Press TK 5105.888 K78 **3.** HUNT, B. Convert! Designing websites to increase traffic and conversion (1st ed.). Wiley Publishing.TK 5105.888 H85 33 **4.** BAILEY. M, Internet Marketing: An Hour a Day (1st ed.). Wiley Publishing. HF 5415.1265 B29 **5.** KERPEN, D. Likeable Social Media (1st ed.). McGraw-Hill HF 5415.1265 K47 **6.** RYAN, D. & JONES, C. (2012). Understanding Digital Marketing (2nd ed.). Kogan Page Publishers. HF 5415.1265 R93 2012 **7.** STOKES, R. eMarketing. The essential guide to marketing in a digital world (5th. ed.). Retrieved from http://www.redandyellow.co.za/product/textbook-digital/ **8.** P E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013 **9.** Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing.	
REFLECTIVE STUDIES AND CASE STUDIES	

AI and Digital Transformation in Retail: Case Study of Zara's Marketing Strategies
Zara has become one of the most successful fast fashion brands by integrating AI-driven technology to forecast trends and optimize the supply chain. The case delves into how Zara uses machine learning to analyse customer behaviour and implements real-time data analytics for inventory management, leading to effective digital marketing campaigns. *Available at:* Harvard Business Publishing

Leveraging Data-Driven Strategy in Digital Marketing: Case of Netflix
Netflix employs an advanced recommendation algorithm and monitors consumer behaviour in realtime. This case explores the role of data warehouses, segmentation, and personalization in online content delivery, creating a seamless customer experience. *Access at:* Netflix Case Study - Harvard Business Review

Customer Retention and Engagement: The HubSpot CRM Case
This reflective study involves analysing HubSpot's approach to customer relationship management (CRM) and customer retention through its inbound marketing strategies. The case illustrates how HubSpot uses automation, analytics, and CRM platforms to build long-lasting customer relationships.
Get the case here: HubSpot Case Study

Voice Search Optimization and AI-Driven SEO: A Case Study on Domino's Pizza
Domino's Pizza has been a leader in digital transformation within the food industry. This case discusses how Domino's adopted AI, voice search optimization, and chatbot integration into its marketing strategy, enhancing its online presence and customer interaction. *Learn more:* Domino's AI-Driven Marketing Strategy

Ethical Issues in Digital Marketing: Facebook's Data Privacy Controversy
This case examines the ethical and legal implications surrounding Facebook's data privacy scandal in 2018. Students will reflect on how the digital divide, cybersecurity, and privacy issues impact consumer trust and the role of regulations in ensuring ethical digital marketing practices.
Case available at: Harvard Business Review

COURSE OBJECTIVE

On successful completion of the course, the students will gain industry background knowledge to knowledgeably navigate Digital Marketing topics including Digital advertising, search, social media, and online privacy.

COURSE OUTCOME

CO1	Understand the fundamentals of digital marketing, including its objectives, scope, benefits, and challenges, as well as the impact of AI and automation.
CO2	Analyze the digital marketing environment, covering online product development, pricing, distribution, promotion strategies, and SEO techniques.
CO3	Explore data-driven marketing strategies, online consumer behaviour, and global e-marketing trends, along with advanced research tools.
CO4	Learn customer acquisition and retention strategies, focusing on social media, CRM platforms, and web analytics tools like Google Analytics

CO5	Examine emerging issues in digital marketing, including online governance, ethical and legal concerns, cybersecurity, and the role of social media applications.

Pedagogy

The course will employ a combination of interactive lectures, case study analysis, and practical digital marketing workshops. Group projects will foster collaboration and critical thinking. Students will also engage in online simulations of digital marketing campaigns to gain hands-on experience. Reflective assignments and peer evaluations will encourage continuous learning and improvement. Webinars and industry expert sessions will provide real-world insights.

Skill Development

- **SEO Optimization:** Acquiring practical skills in search engine optimization and content strategy
- **Digital Campaign Management:** Mastering the creation and execution of social media and email marketing campaigns.
- **Analytical Tools Proficiency:** Developing expertise in tools like Google Analytics and CRM platforms for data-driven decision-making.
- **Strategic Thinking:** Learning to design and implement comprehensive digital marketing strategies.
- **Content Creation:** Enhancing creativity and technical skills in producing targeted and engaging online content.

Name of the Program: Master of Commerce **Name of the Course: EMERGING TRENDS IN ENTREPRENEURSHIP**			
Course Code	24MCO2.5	**Course Title**	**EMERGING TRENDS IN ENTREPRENEURSHIP**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**
Syllabus.			
Module 1	**Entrepreneurship:** Introduction – Meaning & Definition of Entrepreneurship, Entrepreneur & Enterprise – Differences between Entrepreneurship, Entrepreneur & Enterprise – Functions of Entrepreneur – Types of Entrepreneurs - Role of Entrepreneur for Economic Development - Factors influencing Entrepreneurship - Pros and Cons of being an entrepreneur – Differences between Manager and Entrepreneur – Qualities of an Entrepreneur – Types of Entrepreneurs. Entrepreneurship Development- Need – Problems – National and State Level Institutions, Recent Government policies and programmes in the promotion of entrepreneurial environment.		
Module 2	**Entrepreneurship Development and Leadership:** Types of start-ups ; Social		

	Ventures, and Exponential Startups. Entrepreneurial class theories; Entrepreneurship training; EDP programmes; Characteristics of entrepreneurial Components of entrepreneurial leadership; International Entrepreneurship Opportunities and challenges: Economic, Social, and Technological Barriers Entrepreneurial challenges; Source of innovative ideas; Entrepreneurs creativity; Techniques for generating ideas, Impediments to creativity, Conte Entrepreneurship – Gig Economy Entrepreneurs, Niche Entrepreneurs, Nomadism, Disruptive Technology Entrepreneurs and New age Entrepreneu
Module 3	**New Venture Planning:** : Introduction to Venture, Meaning & Definition, Objectives, Characteristics, Types, Stages, Methods to Initiate Ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures, Challenges in Indian Market for Ventures and Franchisees
Module 4	**Financing Venture** Financing stages; Sources of finance; Venture capital; Angel Investment, Crowd Funding; Criteria for evaluating new venture proposals Venture Capital Evaluation Process: Due Diligence, Risk Assessment, and Investment Decision-Making.; Evaluating Venture Capital- process.
Module 5	**Issues for Ventures& other government Initiatives:** Legal issues – Forming Business Entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents, Trademarks and Copyrights – Importance for start-ups, legal acts governing business in India; Opportunities and challenges for starts ups in India, Government Initiatives – Startup India Initiative, Seed Fund – ASPIRE –SAMRIDDHI Scheme – Mudra Scheme (Sishu, Kishore & Tarun) – ATAL Innovation Mission /Ethical Issues in Entrepreneurship: Corporate Governance, Sustainability, and Social Responsibility
Suggested Books/Articles/Links for References:	

1. Vasant Desai: The Dynamics of Entrepreneurship Development and Management, HPH
2. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition.
3. Satish Taneja: Entrepreneur Development, HPH.
4. UdaiPareek and T.V. Rao, Developing Entrepreneurship
5. S.V.S. Sharma, Developing Entrepreneurship, Issues and Problems, SIET, Hyderabad
6. Srivastava, A Practical Guide to Industrial Entrepreneurs, Sultan Chand.
7. Government of India, Report of the committee on small and medium entrepreneurs.
8. VidyaHattangadi ; Entrepreneurship, HPH.
9. N.V.R. Naidu : Management and Entrepreneurship, I.K. International
10. Bharusali, Entrepreneur Development,
11. K. Venkataramanappa, Entrepreneurial Development, SHB Publications **12.** Anil Kumar : Small Business and Entrepreneurship, I.K. International
13. Rekha & Vibha – Entrepreneurial Management, VBH.
14. Entrepreneurship Development and Communication Skills Hardcover – 1 January 2012 by R R Chole (Author), P S Kapse (Author), P R Deshmukh (Author).
15. Khanka S S : "Entrepreneurial Development"
16. Dr P T Vijayashree & M Alagammai ; "Entrepreneurial Development and Small Business Management"
17. V Desai ; "Dynamics of Entrepreneurial Development and Management"
18. Desai ; "Entrepreneurial Development"
19. Steven Rogers and Roza E Makonnen ; "Entrepreneurial Finance, Third Edition: Finance and Business Strategies for the Serious Entrepreneur"
20. **Dr. Jayashree Suresh**: *Entrepreneurial Development*, Margham Publications
Note: Latest edition of text books may be used.
21. Rajeev Roy: *Entrepreneurship*, Oxford University Press.
22. Dr. Anil Kumar and Dr. S.C. Poornima: *Entrepreneurship Development*, New Age International.

REFLECTIVE STUDIES AND CASE STUDIES

1. **Exercise on Entrepreneurial Leadership:**
   Reflect on how different types of entrepreneurs (e.g., Gig Economy Entrepreneurs, Digital Nomads) contribute to economic development in today's world. What are the unique challenges these entrepreneurs face in comparison to traditional entrepreneurs?
   Source: Harvard Business Review - The Gig Economy
2. **Case Study on Social Ventures: The Case of Araku Coffee**
   This case highlights how social entrepreneurship can foster economic development in underdeveloped regions. Araku Coffee is a venture by Indian tribal farmers supported by a non-profit trust, exemplifying entrepreneurial leadership and social responsibility.
   Available at: Harvard Business Review
3. **Exercise on New Venture Planning:**
   Reflect on the critical elements of a business plan and why startups often face failures in their initial stages. Analyze a recent case of an Indian startup that struggled in its first year and the factors contributing to its challenges. *Source: Why Startups Fail*
4. **Case Study on Franchising: McDonald's in India**
   This case explores the success and challenges faced by McDonald's when adapting its global franchise model to the Indian market. It examines franchising laws, marketing strategies, and the unique challenges posed by India's business environment. *Read more: Harvard Business Review*
5. **Exercise on Venture Financing:**
   Discuss the key considerations for startups seeking venture capital funding in India. Reflect on how angel investors and venture capitalists evaluate risks, particularly in the Indian market context.
   Source: Venture Capital in India

COURSE OBJECTIVE

On successful completion of the course, the students will gain in-depth knowledge on venture creation and development of business plan. The students are exposed to successful entrepreneurship stories and encourage them to start their own enterprise.

COURSE OUTCOME

CO1	Understand the fundamentals of entrepreneurship, including types, functions, and the role of entrepreneurs in economic development, along with recent government policies promoting entrepreneurship.
CO2	Learn about entrepreneurship development and leadership, exploring different types of start-ups, entrepreneurial leadership, creativity techniques, and contemporary trends like the gig economy and disruptive technology.
CO3	Develop skills in new venture planning, covering venture initiation, franchising, marketing plans, and the creation and evaluation of business plans.
CO4	Explore venture financing, including stages, sources like venture capital, angel investment, crowdfunding, and the evaluation process for new ventures.
CO5	Analyze legal and ethical issues for ventures, focusing on business formation, intellectual property protection, corporate governance, and sustainability challenges for startups in India.

Pedagogy:
The course will integrate lectures, interactive workshops, and case study analyses to engage students in entrepreneurial concepts. Group projects will simulate startup creation, while online simulations will provide practical exposure to venture planning and financing. Guest lectures from successful entrepreneurs and industry experts will offer real-world insights. Regular feedback and self-reflective assignments will support continuous learning. Online resources and case studies from Harvard Business Review will enhance theoretical understanding.

- **Skill Development:**
  Entrepreneurial Mindset: Cultivating creativity, risk-taking, and opportunity recognition skills.
  Business Planning: Gaining proficiency in creating comprehensive business plans and marketing strategies.
  Financial Acumen: Learning to evaluate financing options like venture capital, angel investment, and crowdfunding.
  Legal Understanding: Understanding business formation, intellectual property, and compliance requirements.
  Leadership and Communication: Developing leadership qualities and effective communication skills for managing startups.

Name of the Program: Master of Commerce Name of the Course: INDIAN ETHOS AND LEADERSHIP			
Semester II			
Course Code	24MCOTD2.6	**Course Title**	**INDIAN ETHOS AND LEADERSHIP**
Course Type	**DSC**	**Total hours**	**60**
Credit	**4**	**No of hours per week**	**4**
Syllabus.			
Module 1	**Introduction to Indian Ethos:** Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, model of management in the Indian sociopolitical environment, Management Lessons from Kautilya's Artha shastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management –Case Studies.		

Module 2	**Work Ethos and Values:** Work Ethos- Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos. Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. B: Relevance of values in management: need for values in global change- Indian perspective; values for managers; holistic approach for managers in decision making; secular versus spiritual values in management, Trans-Cultural Human Values in Management and Management Education, Importance of Value System in Work Culture, teaching ethics–Case Studies.
Module 3	**Leadership:** concept and components of leadership. Trait approach in theories of leadership. Personal characteristics that support effective leadership. Leader and values, Moral Leadership, The significance of self-awareness for the role of leader. Significance of communication skills for work life and leadership, Personality Development: Meaning, Determinants, Indian Ethos and Personality Development. Competency and behaviour approaches to leadership, Leadership and organization culture–Case Studies.
Module 4	**Leadership development:** Skills for leadership and performance management: Goal setting, support of employee development and communication of feedback; delegation; solving of conflict situations and negotiation. Tools for analysis of leadership styles and 360-degree feedback. Couching and mentoring. Emotions and self-management, emotional intelligence and its significance in the role of leader. Handling emotions and stress. Creative leadership: Influence on the creative potential of work groups and teams; formation of innovative climate in organizations–Case Studies
Module 5	**Stress Management:** Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress, Problems relating to stress in corporate management –Indian perspective, Stress Management Techniques: Meditation- Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance–Case Studies.
Suggested Books/Articles/Links for References: **1.** R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill **2.** Bhatta, S.K., Business Ethics & Managerial Values.	

3. K. Nagarajan ; Indian Ethos and Values : For Leadership Excellence
4. G. D. Sharma ; Management and the Indian Ethos (Paperback) by Rupa & Co, India
5. B.K. Nair,K.C.R. Raja,S. Balachandran ; Ethics, Indian Ethos and Management **6.** G. D. Sharma ; Management and the Indian Ethos.
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7. Ganjre, Pawar & Laxman ; Indian Ethos - Modern Management Mantra; by Himalaya Publishing House Pvt. Ltd.
8. S.K. Bhatia; Business Ethics and Global Values (For Management Courses: Focus on Indian Ethos, Ethics in Profession, Corporate Governance, MNCs Values) by REGAL Publications.
9. M. K. Joseph, Business Ethos and Values, Anmol Publications Pvt. Limited **10.** Alok Chakrawal, Pratibha Goyal, Stress Management, Studera Press **Note: Latest edition of text books may be used.**

REFLECTIVE STUDIES AND CASE STUDIES

Exercise on Indian Ethos and Western Management:
Reflect on the differences between Indian and Western management approaches. How does Indian Ethos, as drawn from texts like Kautilya's Artha shastra, influence leadership and decision-making compared to Western management models? *Source: Indian Business and Management*

Case Study on Work Ethos and Values: Infosys and Ethical Leadership
This case study explores how Infosys, one of India's leading IT firms, upholds value-based management in its global operations. It discusses the challenges and successes of integrating Indian values with global business strategies.
Available at: Harvard Business Review **Exercise**

on Moral Leadership and Values:

Reflect on how personal characteristics and values contribute to effective leadership in Indian organizations. Compare these with global leadership models and assess the role of self-awareness in driving moral leadership.
Source: Ethical Leadership in India

Case Study on Leadership Development: Tata Group's Leadership Training
This case study highlights the Tata Group's leadership development program, which integrates emotional intelligence, feedback, and mentoring to build strong leaders within the organization. It examines how traditional Indian values are incorporated into modern leadership training. *Read more: Harvard Business Review*

Exercise on Stress Management:
Reflect on the importance of stress management techniques such as yoga and meditation in maintaining mental health and productivity in the corporate environment. How does the Indian perspective on stress management differ from Western approaches?
Source: Harvard Meditation Techniques

COURSE OBJECTIVE

On successful completion of the course, the students will be able to learn Indian Ethos and values along with its relevance on Leadership to take managerial decision making in the organization.	
COURSE OUTCOME	
CO1	Understand the fundamentals of Indian ethos in management, including principles from Indian culture, Kautilya's Artha shastra, and their application in modern business practices.
CO2	Explore work ethos and values, their impact on Indian managers and stakeholders, and the relevance of value-based management in a globalized world.
CO3	Learn leadership concepts and development, focusing on personal traits, moral leadership, communication skills, and the influence of Indian ethos on leadership and personality development.
CO4	Develop leadership skills, including goal setting, conflict resolution, emotional intelligence, and creative leadership, with tools like 360-degree feedback and mentoring.
CO5	Analyze stress management techniques, focusing on causes, consequences, and methods like meditation, yoga, and mental health practices from an Indian perspective

Pedagogy:
The course will employ a blend of lectures, case studies, and reflective discussions to engage students with the core concepts of Indian ethos and leadership. Group activities, real-life case simulations, and guest lectures will encourage application of theoretical knowledge to practical situations. Focus will be placed on experiential learning through personal reflections and debates on management practices. Online resources and Indian management case studies will supplement classroom learning, fostering a deeper understanding of course material.

Skill Development:

- **Ethical Decision Making:** Building the ability to incorporate ethical considerations and values into management decisions.
- **Leadership Skills:** Developing leadership qualities with an emphasis on selfawareness, emotional intelligence, and moral leadership.
- **Stress Management:** Mastering stress management techniques like yoga and meditation for maintaining work-life balance.
- **Cultural Awareness:** Enhancing understanding of Indian ethos and values to apply in diverse cultural settings.
- **Problem-Solving:** Cultivating the ability to address leadership and ethical challenges with innovative solutions based on Indian and global management principles.

Name of the Program: Master of Commerce
Name of the Course: 2.7 ARTIFICIAL INTELLIGENCE IN BUSINESS

Course Code	24MCO2.7	Course Title	INDIAN ETHOS AND LEADERSHIP
Course Type	SOFTCORE	Total hours	45
Credit	2	No of hours per week	3

Syllabus.

Module 1	**Artificial Intelligence:** Meaning, scope, nature of business problem solving, cognitive science, knowledge acquisition techniques, knowledge sharing and transformation of knowledge
Module 2	**Knowledge Mapping:** Inheritable knowledge, machine and robotic knowledge, knowledge mapping system, knowledge V/s skills, re-skills, knowledge creation with the help of AI, forward and backward thinking, value system and mind mapping techniques, human capital analytics.
Module 3	**Modelling of AI**: Intelligent system, areas of AI, Psychological modelling, improving efficiency, business model analysis, appreciative intelligence, benchmarking analysis and business model analysis
Module 4	**Intelligent Cycle:** Intelligent cycle components, forms of analysis: facts, perception, beliefs, assumptions, projections and synthesis. Intelligent decision-making, intelligent solution to business problems, unlock value of AI in business, avoiding analysis pitfalls and developing analytical fitness through AI, Introduction to Machine Learning and Concepts of Data Science.
Module 5	**Business Intelligence:** Meaning, importance in business decision-making interpretation of big data, business and competitive intelligence, business analytics, POWER BI capabilities in business solutions, recent trends in BI.

Suggested Books/Articles/Links for References:

1. Anu Singh Lather, Anil S Saini and Sanjay Dhingra: Business Intelligence and Data ware housing: Narosa Publishing House.
2. Barr et al Handbook of Artificial Intelligence: Morgan Kaufmann.
3. Business Intelligence: Concepts, methods, tools and application by MAIR (Management Association Information Resources) IGI Global Publisher 2015.
4. Charniak and McDermott: Introduction to Artificial Intelligence Addison Wesley.
5. Craig S. Fleisher and Babette E. Bensoussan: Business and Competitive Analysis, Pearson.
6. Elaine Rich and Kevin Knight: Artificial Intelligence, Second edition: McGraw-Hill –Inc.
7. Genesereth & Nilsson : Logical Foundation of Artificial Intelligence: Morgan Kaufmann.

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8. John Boyer et al: Business Intelligence Strategy: A Practical Guide for achieving business intelligence excellence: McGraw Hill.
9. John Brooks: Business Adventures: John Murracy Learning Private Information and Business Development.
10. Nilsson : Principles of Artificial Intelligence: Morgan Kaufmann.
11. Rajiv Sabherwar, et al, Business Intelligence Practice: Practices, Technologies and Management, Willey.

Note: Latest edition of text books may be used.

REFLECTIVE STUDIES AND CASE STUDIES

- **Reflective Exercise on AI Problem Solving in Business:**

Reflect on how Artificial Intelligence can be applied to solve complex business problems. Consider its impact on decision-making processes, knowledge transformation, and efficiency improvement in business operations.

Source: Artificial Intelligence for Business Decision Making

- **Case Study on Knowledge Mapping in AI: Google DeepMind's Knowledge Acquisition**

This case study examines how Google DeepMind used AI-driven knowledge mapping techniques to revolutionize machine learning and human capital analytics. It highlights the transformation of knowledge and skills using forward and backward thinking in AI systems. *Available at: Harvard Business Review*

- **Reflective Exercise on Modelling AI for Efficiency:**

Reflect on the psychological modelling and efficiency improvement aspects of AI. How do businesses leverage AI for creating intelligent systems, benchmarking analysis, and enhancing business models?

Source: Psychological Modelling in AI

- **Case Study on Intelligent Cycle and AI Decision Making: IBM Watson's Business Intelligence Applications**

This case study focuses on how IBM Watson applied the intelligent cycle model to enhance business decision-making. It discusses how AI synthesized facts, perceptions, and projections to offer intelligent solutions to complex business problems.

Available at: Harvard Business Review

- **Reflective Exercise on Business Intelligence and AI in Decision-Making:**

Reflect on the role of Business Intelligence (BI) and AI in interpreting big data. How can AIpowered tools like Power BI enhance competitive intelligence and provide solutions for modern businesses?

Source: AI and Business Intelligence in Big Data

COURSE OBJECTIVE :

in the business world, competition is the main factor, intelligence is prerequisite for understand to meet competition. AI and BI are essential learning and analytical concepts. So that, students can enhance their intelligence and they can take-up career in these fields.

COURSE OUTCOME

CO1	Understand the fundamentals of Artificial Intelligence (AI), including its meaning, scope, and application in business problem-solving and cognitive science.
CO2	Explore knowledge mapping techniques, including AI-driven knowledge creation, human capital analytics, and mind mapping for business value
CO3	Learn AI modelling and its applications, including intelligent systems, psychological modelling, and business model analysis for improving efficiency.
CO4	Analyze the intelligent cycle in decision-making, including components like facts, beliefs, and projections, and how AI unlocks value for business problemsolving.

CO5	Comprehend the role of business intelligence (BI), its importance in decisionmaking, big data interpretation, and recent trends in business analytics and competitive intelligence

- **Pedagogy**:
  The module will feature **lectures** on AI modelling techniques, combined with **business model analysis** through AI. Students will engage in **interactive group projects** to explore intelligent system development and psychological modelling. **Benchmarking analysis activities** will allow students to compare AI applications across industries. **Reflective discussions** will be encouraged to examine AI's role in enhancing business efficiency.

- **Skill Development**:

- **AI Modelling**: Strengthen the ability to design and implement AI models for business applications.
- **Business Efficiency**: Develop skills in improving business operations through AI.
- **Appreciative Intelligence**: Build skills in recognizing and developing AI-driven opportunities.
- **Benchmarking Analysis**: Enhance capabilities in evaluating AI-based solutions against industry standards.