Structure of M.Com (Business Management) as per NEP2020

w.e.f 2024-25

Semester-I M.Com (Business Management)

Category	Code	Course	Credit
Mandatory	MCBM101	Strategic management	4
	MCBM102	Human Resource Management	4
	MCBM103	Consumer Behaviour	4
	MCBM104	Business Ethics	2
OE (Any One)	MCBM105	Organisational Behaviour	4
	MCBM106	Tourism Management	
	MCBM107	E-Commerce	
	MCBM108	Supply Chain Management	
	MCBM109	Total Quality Management	
	MCBM110	Personality Development & Soft Skills	
	MCBM111	Research Methodology	4
		Total Credit	22

Semester-II M.Com (Business Management)

Category	Code	Course	Credit
Mandatory	MCBM201	Customer Relationship management	4
	MCBM202	Brand Management	4
	MCBM203	Professional Intelligence	4
	MCBM204	Hospitality Management	2
OE (Any One)	MCBM205	Career Planning & Development	4
	MCBM206	Change Management	
	MCBM207	Indian Business Houses Management Practices	
	MCBM208	Safety & Health Management at work	
	MCBM209	Information Transfer Skills in Research	
Field Project/OJT	MCBM210		4
		Total	22

Sheth T. J. Education Society's

Shath N.K.T.T College of Commerce and

Sheth J.T.T College of Arts, Thane (W)

Programme Name: M.Com. (Business management)	Semester:I
Course Category: Mandetory	
Name of the Department: M.Com	
Course Title: Strategic Management	
Course Code: MCBM101 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
Course Objectives:	
1. To enable the learners to understand new forms of Strategic Management concepts and their use in business 2. The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations 3. To develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions 4. To acquaint the learners with recent developments and trends in the business corporate world	
Course Outcomes: OC1:Understand the basic concepts and process of strategic management CO2) Develop and prepare organizational strategies that will be effective for today's organisations CO3) Devise strategic approaches to managing a business successfully in a global context	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Introduction to Strategic Management a) Concept and process of Strategic Management, Benefits and Risks of Strategic Management, Vision and Mission, b) Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy, Levels of Strategies: Corporate, Business and Operational Level Strategy	15
II	Strategy Formulation, Implementation and Evaluation a) Strategic Formulation: Issues of strategic Choice, Stages and Importance of strategic Formulation, Formulation of Alternative Strategies: Mergers and Acquisitions, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation. b) Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, Importance and Problems of Strategic	15

	Implementation, Importance, and Techniques of Strategic Evaluation and Control	
III	Business, Corporate and Global Strategies a) Concept, Need and Forms of Corporate Restructuring, Concept, Internal and External factors and Causes of Corporate Renewal Strategies 9 b) Concept, Types, Importance, and Problems of Indian Strategic Alliances and International Businesses, Importance, Problems and Governing Strategies of PPP Model.	15
IV	Emerging Strategic Trends a) Reasons for growing BPO and KPO businesses in India, Reengineering Business Processes, contribution of IT sector in Indian Business, Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies b) Process of business startups and its Challenges, Growth Prospects and government initiatives in Make in India Model with reference to National manufacturing, Contribution of Make in India Policy	**15**
	Total Hours	60

References:

• Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, PrashantSalwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia

• Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S.Hesterly, Published by PHI Learning Private Limited, New Delhi

• Globalization, Liberalization and Strategic Management - V. P. Michael

• Business Policy and Strategic Management – SukulLomash and P.K Mishra, Vikas PublishingHouse Pvt. Ltd, New Delhi

• Strategic Management – Fred R. David, Published by Prentice Hall International

• Business Policy and Strategic Management – Dr AzharKazmi, Published by Tata McGraw HillPublications

• Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Publishedby Tata McGraw Hill

• Public Enterprise Management and Privatisation – LaxmiNarain Published by S.Chand&Company Ltd, New Delhi

- Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd
- Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford
- At Risks Natural Hazards, People's Vulnerability and Disasters- Wisner Ben P. Blaikie, TCannon and I.davis, Published by Wiltshire Routledge
- Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai
- Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press
- Gaining and Sustaining Competitive Advantage, Jay B. barney, Eastern economy Edition,PHI Learning Pvt Ltd, New Delhi
- Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi
- Public Sector Perspective, by Dr M.VeerappaMoily
- The Impact of Private sector participation in Infrastructure- Lights, shadows and the Road ahead by Andres, Luis, Guasch, luis, J. Thomas, Haven & Foster, World Bank, Washington

Programme Name: M**.Com.** (Business management)	Semester:I

Course Category: Mandetory

Name of the Department: M.Com

Course Title: Human Resource Management

Course Code: MCBM102   Course Level:6.0

Course Credit: **4**   Total Marks: 100

1. HRM Scope, Concepts, Principles, Strategies and role get broadly defined and students get wider knowledge of the subject. The subject learning is essential in today's competitive business world.

2. Recruitment, selection, performance appraisal, Training and development are vital requirements every working personnel to know and HRM subjects gives holistic knowledge of the same

Course Outcomes:
CO1:The students will be able to apply theory, concept of HRM in their job place
CO2) Jobs and Careers in HRM will encourage students to take up promising jobs in HRM field

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Human Resource Management, Planning and Development a) Human Resource Management – Meaning, Importance and Evolution, Recent trends in HRM, New HR strategies to deal with Challenges in HRM,Changing Role of HR Management, Jobs and Careers in HRM b) Human Resource Planning – Meaning and importance, Determinants of HRP , Benefits and Barriers to HRP, Job Analysis and Design, Techniques of Job Design , Meaning of Recruitment, Recruitment Process, Factors governingrecruitment, Meaning of Selection, Steps in Selection Process, Types of Tests	15
II	Introduction and Need for training, Methods and types of training , Process/steps in training programmer Evaluation of the effective training programme, Career Advancement, and Knowledge enrichment b) Performance Appraisal – Meaning, Process, Methods, limitations and Challenges of Performance Appraisal , Legal issues associated withPerformance appraisal	15

III	Health and Safety, Labour Legislation & Industrial Disputes a) Safety Measures and Safety Programmes, Job Stress and its Impact on Job Performance, Role of organization in ensuring mental and physical health of employees, Need of Work life Balance 11 b) Recent changes to Employees Acts like payment of, Gratuity Act, Provident Fund Act, Minimum Wages Act, Workmen Compensation Act, ESI Scheme. Prevention of Sexual harassment Act (POSH), Nature, Causes of Industrial Disputes, Prevention and Settlement of Industrial Disputes, Succession Planning- Culture, Problems and Issues of Succession Planning.	15
IV	International Human Resource Management, HR Ethical Issues, CSR and HRM, Human Resource Audit, Revamping of HR strategies in managing Disasters like health pandemics, HR and Business Environment b. Professional Intelligence principles, Employee Engagement, Managing Gen Z, Talent Management Concept, Importance, Process, VUCA Environment(Volatility, Uncertainty, Complexity, Ambiguity), Work- Life Balance	**15**
	Total Hours	60

References

• Venkata Ratnam C. S. &Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill, NewDelhi,,

 • Aswathappa, HUMAN RESOURCE MANGEMENT, Tata McGraw Hill, NewDelhi, 2010

 • Garry Dessler&Varkkey, HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2009

 • Alan Price, HUMAN RESOURCE MANAGEMENT, Cengage Learning, NewDelhi, 2007

 • PravinDurai, HUMAN RESOURCE MANGEMENT, Pearson, New Delhi,2010

• Snell, Bohlander&Vohra, HUMAN RESOURCES MANAGEMENT, Cengage, NewDelhi, 2010

 • Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5thEdition,Cengage Learning

• P. L. Rao: International Human Resource Management, Text and Cases, Excel Books

• Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource

 • Management, Managing People in a Multinational Context', South Western College Publishing.

Programme Name: M**.Com.** (**Business management**)	**Semester:I**
Course Category: Mandetory	
Name of the Department: M.Com	
Course Title: Consumer Behaviour	
Course Code: MCBM103 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
The Course learning objectives broaden the knowledge and awareness of students towards Consumer Behaviour practices and applications	
Course Outcomes: CO1) To understand and strengthen fundamentals of Consumer Behaviour. CO2) To create awareness about consumer motivation and perceptions. CO3) To understand underlying behaviour about consumer learning. CO4) To understand consumer behaviour in globalised era	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	UNIT-1 INTRODUCTION TO CONSUMER BEHAVIOUR a) Consumer Behaviour- Meaning, Significance of consumer behaviour, Types of Consumer Behaviour (complex, variety seeking, Dissonance reducing, habitual), Current trends in Consumer Behaviour. b) Consumer Perceptions and Attitude Formation, Thinking, Language and Intelligence Learning, Motivation and Emotion, Personality and Lifespan Development.	15
II	DETERMINANTS OF CONSUMER BEHAVIOUR a) Internal factors & ExternalFactors affecting consumer behaviour, Influences on Buyer behaviour- Cultural, Social, Demographic & Psychographic influences, Organisational buyer's decision process. b) Social Psychology and Consumer Psychology, Marketing Concept and Implications on Consumer Behaviour	15
III	3 CONSUMER LEARNING: a) Elements of consumer learning, Habit – Meaning, Model of habitual purchasing behaviour, Brand equity, Brand loyalty. b) Theories of Learning: Classical conditioning, Instrumental conditioning, Cognitive learning and Observational learning or modelling.	15

IV	TRENDS IN CONSUMER BEHAVIOUR a) Online Buying Behaviour process,Tools to study buyer behaviour- survey, projective techniques & focus group discussions, Implications of Social media marketing on consumer behaviour b) Consumerism: Meaning, Reasons behind rise of Consumerism in India, Benefits of consumerism, Precautionary measures to be adopted by consumers, Framework for consumer protection by Government, Use of Internet and its impact on Consumer Behaviour.	**15**
	Total Hours	60

REFERENCES

: ☐ Consumer Behaviour in Indian Perspective SujaR.Nair Himalaya Publishing House

• Consumer Behaviour and Retail Management, A.Hari Hara Nath Reddy, G.Rama Krishna,K.VenugopalRao, Mangalam Publications

• Consumer Behavior: Concepts and Applications, David L. Loudon and Albert J. Della Bitta, Mcgraw HillInternational edition.

• Understanding the Consumer, Isabella Szmigin, Response Books.

• Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, Prentice-Hall of India

• Consumer Behaviour: Text & Cases, Satish K. Batra & S.H.H. Kazmi, Excel Books

• Consumer Marketing, M.V.Kulkarni, Everest Publishing House.

• Marketing Management, RajanSaxena, Tata McGraw Hill Publishing, New Delhi, 2003.

Programme Name: M**.Com.** **(Business management)**	Semester:**I**
Course Category: Mandetory	
Name of the Department: M.Com	
Course Title: Business Ethics	
Course Code: MCBM104 Course Level:6.0	
Course Credit: **2** Total Marks: 50	
Learning objective: Ethics is the backbone of human life as it allows a person to behave, work or act with responsibility, ethics, values and morals 2. Business ethics is a must for students to study the etiquettes of life	
Course Outcomes: CO1)Business Ethics subject will create a society with more morally sound and ethical right persons CO2) The subject will allow students to embrace good values thereby having a sense of right and wrong	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	1 Introduction of Business Ethics a) Ethics- Meaning, Business Ethics Concept, Types of Ethics, Ethics and Values, Indian Ethos and Work Ethos, Moral Standards, Guidelines for developing code of ethics, Personal Ethics- Value of Self, Promote Happiness, Emotions and Honesty, Keys to Personal Ethics , Ethics of Virtue and Ethics of Principle b) Various approaches to Business Ethics - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.	15
II	Ethics of Environment, Employees Rights and Duties & Corporate Social Responsibility: a) Environment Issues – Global Warming, Climate Change, Ethics in Human Resource Management , Employees Rights- Right to work, Equality of Opportunity, Concept of fair wages, Duties of employees, Human Rights , Sexual Harrassment b) Corporate social responsibility and Corporate governance – Concept and Importance, Corporate philanthropy, Drivers of CSR, Indian Corporates and CSR Case Studies, Role of NGOs in CSR, CSR and Sustainable Development	15

References

- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi

- Sharma J.P ' Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi

- S.K.Bhatia, Business Ethics and Corporate Governance

- William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson PublishingCompany.

- Corporate Crimes and Financial Frauds, Dr.Sumit Sharma, New Delhi India

- R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi

- Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.

- Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.

- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi

- Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997

- Roger Bradburn, Understanding Business Ethics, Continuum. London, 2001.

- P. Kamatchi, Business Ethics, I.K International Publishing House, New Delhi, 2015.

Programme Name: M.Com. (Business management)	Semester:I
Course Category: Open Elective 1 (any one)	
Name of the Department: M.Com	
Course Title: Organizational Behaviour	
Course Code: MCBM105 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
Learning Objective 1. Organisational Behavior is essential part of working life of employees 2. Organisational Behavior allows employees to internalize good working culture , respectto the organization	
Course Outcomes: CO1)Students will learn that organizational goals are far more important than individual goals CO2) . Students will learn to manage stressful conditions of work place	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Introduction and Evolution Organisational Behaviour, Individual and Group Processes a) Definition of Organisational Behaviour, Historical Development of OB, Human Relations Management, Discipline of OB, Evolution Stages of OB, Models of OB b) Definition and Need of Motivation, Motivational Content theories- Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Alderfer's ERG Theory, McClelland's Need Based Model, Process Theories-EquityTheory, Vrooms Expectancy Theory, Contemporary Theory- Cognitive Evaluationtheory ,Leadership – Meaning and Types, Transactional vs Transformational Leadership, Hersey and Blanchard's situational leadership.	15
II	Foundation of Individual Behaviour a) Factors affecting Individual behavior& Personality - Personal, Psychological, Environmental and Organisational factors, Nature and Determinants of personality, Personality Traits – Locus of Control, Type A and Type B Personality, Machiavellianism, Self Monitoring b) Perception &Attitude Factors Influencing Perception, Managing perception Process, Perception and OB, Attitude – Nature , components , work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change.	15

III	Organisation Communication , Group dynamics & Behaviour Outcomes	15
	a) Transactional Analysis, Lateral Thinking, Delphi Technique, Power of Grapevine, Group Dynamics and types of groups, Determinants of GroupBehaviour	
	b) Power, Politics& Conflict - Sources of Power, Types of Organisational politics,Conflict – Levels of Conflict, Strategies for resolving Conflict, Guidelines for effective negotiation.	
IV	Emerging Challenges	15
	a) Stress Management & Organizational Culture – Meaning of Stress, Work stress Model, Sources of Stress, Psychological Disorders , Stress Management and coping strategies and impact of stress on and Performance, Organizational culture – Cultural Dimensions, Types , Values and vision creating and sustaining culture	
	b) Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place	
		60

References:

1. K. Aswathappa, Organisational Behaviour, 12th Revised Edition, Himalaya Publishing House
2. Ramesh B Rudani, , 'Management and Organisational Behaviour , Mc Graw Hill Education PrivateLimited , New Delhi .
3. P. SubbaRao , 'Organisational Behaviour – Text , Cases & games', 2nd Revised Edition 2013, HimalayaPublishing House.
4. Stephen P. Robins, 'Organisational Behaviour , PHI Learning/ Person Education , 11th Edition 2008
5.UdaiPareek , " Organisational Behaviour" , Oxford University Press
6. Fred Luthans, "Organisational Behaviour" , McGraw Hill, 11th Edition 2001
7. K. Ashwathappa, Organisation Behaviour- Text, Cases & Games, Himalaya Publishing House, 2014Edition.
8. Gerald Greenberg, Behaviour In Organisation, Pearson Edition (Prentice Hall India)
9. Tyson, Shaun and Tony Jackson; 'The Essence of Organizational Behavior'; Prentice– Hall of IndiaPrivate Ltd., New Delhi, Latest edition.
10. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Prentice–Hall of India Private Limited;New Delhi; 8th Edition or later editions.
11. Ramnarayan. S and Ram Mohan Rao; 'Managerial Dilemmas'; Tata–McGraw HillPublishing CompanyLimited, New Delhi, 1996 or later editions.
12. Sharma, S., OrganisationalBehaviour, Tata McGraw-HillEducation, 2012. 13. Selected articles fromjournals such as Harvard Business Review, Vikalpa, etc

Programme Name: M**.Com.** (Business management)	Semester:I
Course Category: Open Elective 2(any one)	
Name of the Department: M.Com	
Course Title: Tourism Management	
Course Code: MCBM106 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
The Course learning objectives broaden the knowledge and awareness of students towards tourism management, marketing and its future development	
Course Outcomes: CO1)o provide an analytical framework to understand the emerging world of Tourism ManagementCO2) To make the learners enable with current tourism Marketing and promotion CO3) To develop the understanding about Travel agency and International Tourism CO4) To enable to understand the future development of tourism and government policies of tourism	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Introduction to Tourism Management a) Tourism Concept, Characteristics Importance and Types of Tourism, TourismIndustry Concept, Structure and Components, Career options in Tourism. b) Tourism Destination Concept, Elements, Tourism Destination Planning Process and Importance.	15
II	Tourism Products, Advertising and Promotion a) Tourism Product Concept, Characteristics, Types, Tourism Product Planning-Need Tourism Pricing Influencing factors, Tourism Pricing Policies, b) Tourism Promotion: Importance, Elements of Tourism Promotion, Role of Advertising, Promotional Plan Implementation Procedure, Incredible India Campaign.	15
III	3 Travel agency and International tourism a) Travel Agency and Tour operators Definition and Differentiation, Types, Importance and Functions of travel agency, Tourism business setting process, Types of tourism organization to be set up : Proprietorship, Partnership, Franchise,	15

	b) Approval from Ministry of Tourism and IATA, International Tourism Concept, Importance, Role of Institutions and organizations in promoting International Tourism WTTC , IATO, TAAI, ITDC		
IV	Tourism Development a) Government incentives for Tourism Development and Promotion, Factors influencing growth of Tourism Industry in India, Major Tourism schemes of Government of India- Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Prime force in expansion of tourism, Approaches to SustainableTourism b) Tourism and Hotel Industry , Human Resource in Tourism Industry, Indian Culture, Fairs and Festivals in India and its impact on Tourism .	15	
		60	

References:
 • Marketing Mgmt. for Travel & Tourism Nelson Thrones

• Introduction to Tourism & Hotel Industry,Zulfikar,SPD

• Tourism and Sustainability by Martin Mowforth& Ian Munt

• Bhatia A.K.: International Tourism Management, New Delhi, Sterling Publishers

• Roday, S., Biwal, A., & Joshi, V. (2012). Tourism Operations and Management . NewDelhi: OxfordUniversity Press.

 • Chaudhary, M. (2012). Tourism marketing. New Delhi: Oxford University Press.

• Swain, S. K., & Mishra, J. M. (2012). Tourism Principles and practices. New Delhi: Oxford universitypress.

• Bhatia, A. K. (2011). The Business of Tourism: Concepts and Strategies. New Delhi: Sterling publishersprivate limited.

• Raheja, B. L. (2006). Tourism and Hospitality Services. New Delhi: Arise Publishers & Distributors

 • Dhar, P. N. (2006). Development Tourism and Travel Industry: an indian perspective. New Delhi:Kanishka Publishers.

Sheth T. J. Education Society's

Shath N.K.T.T College of Commerce and
Sheth J.T.T College of Arts, Thane (W)

Programme Name: M**.Com.** **(Business management)**	**Semester:I**
Course Category: Open Elective 3(any one)	
Name of the Department: M.Com	
Course Title: E commerce	
Course Code: MCBM107 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
The Course learning objectives broaden the knowledge and awareness of students towards Ecommerce practices and its applications	
Course Outcomes: CO1)To provide an analytical framework to understand the emerging world of ecommerce CO2) To make the learners familiar with current challenges and issues in e-commerce CO3) To develop the understanding of the learners towards various business models CO4) To enable to understand the Web- based Commerce and equip the learners to assess e-commerce requirements of a business OC5) To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Unit 1 Introduction to Electronic Commerce –Evolution and Models a) Concept and Evolution of E-Commerce, Roadmap of E-Commerce in India, Benefits and Challenges of E-Commerce, Types of Business models of E-commerce, b) Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G), Business to Consumer E-Commerce process, E-Commerce Sales Product Life Cycle (ESLC) Model	15
II	Unit 2 World Wide Web and E-enterprise a) Reasons for building own website/World Wide Web, Benefits of Website, Registering a Domain Name, Web site design principles, EDI and paperless trading; Pros & Cons of EDI; b) Related new technologies use in E-commerce, Concept and Types of E- CRM, Managing the E-enterprise, Comparison between Conventional and Eorganisation, Benefits and Limitations of E- enterprise	15
III	3E-Marketing and Electronic Payment System a) Scope and Techniques of E-Marketing, Web advertisements, Role of social media, The pros and cons of online shopping, Justify an Internet business. b) Characteristics of E-payment	15

	system, SET Protocol for credit card payment, Types of payment systems, Operational, credit and legal risks of E-payment system, Set standards / principles for E-payment	
IV	Legal and Regulatory Environment and Security issues of E-commerce a) Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. b) Importance of Electronic Records as Evidence, Types and sources of threats, Protecting electronic commerce assets and intellectual property, Client server network security, Electronic signature and Encryption.	15
		60

References

• Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (NewDelhi : Pearson Educatin).
• Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi :PearsonEducation).
• Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success(newDelhi : PearsonEducation).
• Smith, P.R. and Dave Chaffey (2005), eMarketingeXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)
• VivekSood Cyber Laws Simplified-TMH (2001)
• Vakul Sharma Handbook of cyber Laws-Macmillan (2002)
 • SundeepOberol e Security and you-TMH (2001)
• Greenstein &Feinman Electronic Commerce-Security, Risk Mgt and ControlTMH (2000)
• Adam Nabll R. (Editor) Electronic Commerce: Technical Business and Legal Issues.
• Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness
• Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition-TataMcGrawHill Publications, 2008.
• KamleshK.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHillPublications, 2008
• Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
• E- Commerce Strategies, Technology and applications (David) Tata McGrawHill
• Introduction to E-commerce (jeffrey) Tata- Mcgrawhill ☐ E-Business and Commerce- Strategic Thinkingand Practice (Brahm) biztantra
• Web Technology : Ramesh Bangia
• HTML – The complete Reference :
 • Gary Schneider, Electronic Commerce, Thomson Publishing.
• Pandey, Srivastava and Shukla, E-Commerce and its Application, S. Chand
• P.T. Joseph, Electronic Commerce – An Indian Perspective, P.H.I
• Turban, King, Viehland& Lee, Electronic Commerce- A Managerial Perspective, Pearson. ☐ IJECSInternational journal of Electronic Ecommerce StudiesISSN 2073-9729http://ijecs.academic- publication.org/

Programme Name: M**.Com.** **(Business management)** Semester:I	
Course Category: Open Elective 4(any one)	
Name of the Department: M.Com	
Course Title: Supply chain management	
Course Code: MCBM108 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
Course Objectives:	
1. To introduce concept and types of supply chain management 2. To introduce different global perspective of supply chain management 3. To introduce concept of logistics and functions of logistics 4. To familiarize the use of internet in SCM	
Course Outcomes: CO1: Student will understand the concept of SCM CO2: Student will understand global, Indian and customer perspective in SCM CO3; Student will acquire knowledge about various concepts and functions of logistics CO4: Student will familiarize with the use of internet in SCM	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Unit 1Introduction to Supply Chain Management (SCM) a) Concept, Features, Importance,Process and Barriers of Supply Chain Management, Principles, Supply Chain Strategies - Organizations,Coordination, Innovation and Forecasting. b) Concept and Types of Supply chain intermediaries,Channels of Distribution for Industrial Goods and Consumer Goods, Channel ofDistribution at Services Level, Factors for selection of suitable channels.	15
II	Perspective Supply Chain Management (SCM) a) Global and Indian perspectives- Measuring and analysing the value and efficiency ofglobal Supply Chain Networks, Global market forces, Types of global supplychain, b) Customer Perspectives: Economic effects of supply chains, Customer values, Role of customers and Ways ofimproving customer services in SCM.	15
III	Logistics Management	15

	a) Concept and Process of Logistics Management, Three C's, Reverse Logistics, Importance of Inventory Control, Bull-whip effect, Transport Functions, Forms of Transport Infrastructure, Warehouse Functions b) Importance of Consumer and Industrial GoodsPackaging, Factors influencing Materials Planning, Preservation, Safety and Measures of Materials Handling	
IV	Design of SCM and Use of Internet a) Source of Procurement of SCM, Production or AssemblySteps, Sales return of defective or excess goods, E-market places, E-procurement, E-logistics, E-fulfilment, b) Enterprise Resource Planning (ERP), PerformanceModelling of supply chainsusing Markov chains, importance of Inventory Control, Pareto's Law	15
		60

References

• W.J. Hopp and M.L. Spearman. Factory Physics: Foundations of Manufacturing Management. Irwin,McGraw-Hill, 1996.
• N. Viswanadham. Analysis of Manufacturing Enterprises. Kluwer Academic Publishers, 2000.
• Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors). Quantitative Models for Supply ChainManagement. Kluwer Academic Publishers, 1999.
• R.B. Handfield and E.L. Nochols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999.
• N. Viswanadham and Y. Narahari. Performance Modeling of Automated manufacturing Systems. Prentice Hall of India, 1998.
• Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.
• Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning, 2001.
• David Simchi Levi, Philip kaminsky, and Edith Simchi Levi. Designing and Managing the Supply Chain:Concepts, Strategies, and Case Studies. Irwin McGrawHill, 2000

Sheth T. J. Education Society's

Shath N.K.T.T College of Commerce and
Sheth J.T.T College of Arts, Thane (W)

Programme Name: M.Com. (Business management)	Semester:I
Course Category: Open Elective 5(any one)	
Name of the Department: M.Com	
Course Title: Total quality Management	
Course Code: MCBM109 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
Course Objectives:	
1. The Course learning objectives broaden the knowledge and awareness of students towards Total quality management and its applications	
Course outcome CO1: Enable learner to understand basics of production and Total Quality Management concepts. OC2: Student will learn Types of production systems OC3: Will Apply the principle and techniques of Total Quality Management in improving quality practices within and industrial or service organization. OC4: Familarise with immerging issues of TQM	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Definition, Concept and Features of TQM, Evolution of TQM, Components of TQM, Benefits and Barriers of TQM, Quality Planning, Dimensions of Quality,Cost of Quality, Cost of failure, Waste control b) TQM - Japanese Total Quality Control (JTQC), Total Quality Management (TQM), Business Process Reengineering (BPR), Lean Thinking and Six Sigma	15
II	Principles and Philosophies a) Eight Principles of TQM, Four Models of TQM, Design control, Tolerance and Variability, PDCA cycle, b) TQM Concept, Principles and Practices From Quality Gurus to identify the concept of TQM - Deming (1986), Juran (Juran and Gryna, 1993), Crosby (1979), Feigenbaum (1991), and Ishikawa (1985)- Juran's quality trilogy, Crosby's 10 points and Deming's 14 Points customer requirements, quality improvement and Zero defects	15
III	Applications of TQM Tools and Techniques a) Total Quality Management Tools- Concepts, benefits and Elements of Benchmarking, Features,Advantages and steps of Quality Circles,	15

	Taguchi Quality Loss Function b) Concept, features, goals and Methodology (DMAIC) of Sig Sigma, FMEA – Failure Mode and Effect Analysis – Concept and Categories, Kaizen –Concept and Principles, 5S Kaizen	
IV	Emerging issues in TQM a) Concept , Benefits and process of implementation ofISO- 9000, Concepts and Benefits of ISO- 14000, TPM (Total Productive Maintenance)- Concept and Pillars 26 b) QFD(Quality Function Deployment)- Concept and Phases, SERVQUAL – Concept and Dimensions, Emerging challenges in Quality Management	15
		60

References
• Total Quality Management by N.V.R Naidu, G. Rajendra New Age international, First Edition,Jan 2006Total Quality Management by R.S Naagarazan ,New Age international,3e, 2015 10
 • Quality Control & Application by B. L. Hanson & P. M. Ghare, Prentice Hall of India, 2004.
• Total Quality Management by V.S Bagad Technical Publications, First Edition, Jan 2008
• Total Quality Management by S. RajaramDreamtechPress,First Edition, Jan 2008 ⬜ Dale H Basterfield etal , Total Quality Management, Pearson 2013
• N. Logothetis, Managing for Total Quality, Prentice Hall of India
• R Mohanty, TQM in the Service Sector, Jaico Publishing House
• Ross Joel & Susan Perry, Total Quality Management, Text, Cases & Readings, 3rd Ed.

Programme Name: M.**Com.** (Business management)	Semester:I
Course Category: Open Elective 6(any one)	
Name of the Department: M.Com	
Course Title: : Personality Development and Soft Skills	
Course Code: MCBM110 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
Course Objectives: 1. Personality Development and Soft Skills is an important skill based subject that is required for the commerce and management students to learn apart from their regular area of subjects 2. The subject will give holistic 360 degree turn to the Personality Development of Students	
Learning outcome CO1. Personality Development and Soft Skills will allow students to have command on language, vocabulary, mannerism CO2. Personality Development and Soft Skills will prepare students to adapt to changing situations by learning new talents, use of tactics, get introduced to tacit knowledge and also can develop their creative skills	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Personality Development a) Personality- Definition, Personality traits, Determinants of Personality, Classic and modern Theories of Personality- Gordon Allports Trait Theory, MyersBriggs Type Indicator b) Personality Development- Introduction and importance , Health- Physical, Mental and Social health, Stress Management and Stress coping ability, Values and culture, Self Confidence and interpersonal relations, leadership skills, Problem solving, conflict resolution and decision making, achievement motivation, goal setting and risk taking	15
II	Personality and Emotions a) Personal Attributes, Attitude &Behaviour , Emotional Intelligence, Five factor EISocial Awareness, Self Regulation, Motivation, Empathy and Social Skills, Personal Hygiene and dressing sense, Postures and gestures, Body Language, Good manners and Character building b) Emotional Intelligence, Intellectual Quotient and Job Performance ,PerceptionMeaning , Factors influencing Perception , When perception fails, LearningMeaning, Theories of	15

	Learning – Social learning theory, Reinforcement theory, , Types of reinforcement, Cognitive learning, insight learning, Imitation learning	
III	UNIT-3 Soft Skills a) Definition of Soft skills, Soft Skills V/S Hard Skills, Soft Skillsand Multiple Intelligence, Howard Gardners Theory of Individuals and DistinctKinds of Intelligence, Soft Skills – Listening Skills, Assertiveness Skills, Communication Skills, Dimensions of Soft Skills- Attitude, Communication and Language Skills- Listening, Types of Listening, Fluency and Accuracy in speaking,Conversation skills- Oral communication, Barriers to effective communication, Reading skills- Types of reading, Strategies to develop reading, Writing- Types ofwriting, Qualities of good writing , Vocabulary building, Voice modulation and impactful speaking	15
IV	Etiquettes and Job success a. Creative thinking, Values- nature and classification of values-moral, aesthetic, social and spiritual , role of teacher in moral education of students, Presentation skills , Role of Social media, AI and Chat GPT in soft skillsdevelopment, Research and soft skills development b. Business Etiquette and social etiquettes, Netiquette- respectful communication on internet, Resume Writing, how to write Application letter, How to face interviews, rules to follow in Group Discussion and Debates , Job/Career success	15
		60

REFERENCES:
1. Allport. G. W, Personality- A psychological Interpretation, London constable and company ltd 1937reprinted in 1966
2. Krishna Mohan V, Personality Development- planning your success in campus interviews and job fairs,Excel books India 2009
3. Lawrence A P1ervin, Oliver P John- Handbook of Personality, theory and research, 2nd edition, 2001
4. Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972
5. Daniel Coleman, Emotional Intelligence, Bantam Book, 20 ICT Academy of Kerala, "Life Skills forEngineers", McGraw Hill Education (India) PrivateLtd.,2016.
6. Caruso, D. R. and Salovey P, "The Emotionally Intelligent Manager: How to Develop and Use the FourKey Emotional Skills of Leadership", John Wiley & Sons, 2004.
7. Kalyana, "Soft Skill for Managers"; First Edition; Wiley Publishing Ltd, 2015.
8. Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016

Programme Name: M.Com. (Business management)	**Semester:I**
Course Category: Mandatory	
Name of the Department: M.Com	
Course Title: Research Methodology	
Course Code: MCBM111 Course Level:6.0	
Course Credit: **4** Total Marks: 100	
Course Objectives: 1. The main objective of research is to find out answers to the research questions in a more scientific manner. 2. Research methodology in commerce and management will bear major objective of applying research for problem oriented research and problem solving research	
Learning outcome OC1. Research methodology in commerce and management subject will provide the students objectivity through subject in systematic manner OC2. Research methodology in commerce and management subject will teach students to adopt ethical standards, defining purpose of research, revealing limitations of research frankly, analysing collected data accurately , correctly and authentically , presenting findings unambiguously and giving unbiased conclusions	

Syllabus: NEP 2020 w.e.f 2024-25

Unit No.	Content	Hours
I	Introduction to Research a) Meaning of Research, Need and Scope of Research in Social Sciences, Humanities, Commerce and Management, Types of research- Basic, Applied, Descriptive, Analytical, Casual and Empirical Research. b) Planningof Research, Selection of Research Problem , Research Design, Significance of Review of Literature, Formulation, Importance and Types of Hypothesis, Significance and Methods of Sampling, Factors determining sample size	15
II	Research Process a) Stages in Research process, Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data, Secondary data: Sources and Limitations, Meta-Analysis b) Factors affecting the choice of method of data collection, Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire	15

III	3Data Processing and Statistical Analysis a) Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation, Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis. Testing of Hypotheses – Parametric Test-t test, f test, z test, Non-Parametric Test - Chi square test, ANOVA, Factor Analysis, Multiple Regression Analysis, Interpretation of data: significance and Precautions in data interpretation	15
IV	Research Report Writing: Importance, Essentials, Structure/ layout, Types, References and Citation Methods: APA (American Psychological Association), CMS(Chicago Manual Style) MLA (Modern Language Association) , Bibliometrics b) Footnotes and Bibliography, Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research	15
		60

Reference:
- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and HiteshGupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and ShailajaRego, Tata Mcgraw Hill EducationPrivate Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
- Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
- Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
- Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd SPSS 17.0 forResearchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition,
- Dr S. K Khandelwal, International Book House Pvt Ltd
- Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalayapublishing House
- Statistical Analysis with Business and Economics Applications, Hold Rinehart &Wrintston, 2ndEdition, New York
- Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
- Business Research Methods, EmaryC.Willima, Richard D. Irwin In. Homewood
- Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The MacmillanCompany, New York
- Research and Methodology in Accounting and Financial Management, J.K Courtis
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.EPanneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009