



प्रो० राजेन्द्र सिंह (रज्जू भय्या) विश्वविद्यालय, प्रयागराज
Prof. Rajendra Singh (Rajju Bhaiya) University, Prayagraj

(Formerly Allahabad State University, Allahabad)

A Public University established under Uttar Pradesh State University Act 1973

DEPARTMENT OF COMMERCE

Programme M. Com. (Masters of Commerce)

Syllabus

Session: 2024-2025 Onwards

- ❖ Programme Structure
- ❖ Course Outcomes (Cos)
- ❖ Detailed Syllabus (Course Contents)

**Prof. Rajendra Singh (Rajju Bhaiya) University,
Naini, Prayagraj, U.P.**

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PROGRAMME STRUCTURE WITH CREDIT DISTRIBUTION

M.Com. (NEW 2024-25 onwards)

UG SEMESTER-VII/PG SEMESTER-I

Course Code		Course Name	Maximum Credit (20)	CIE	ETE
C010701T	Core	Accounting for Managerial Decisions	4 Credits	25	75
C010702T	Core	Indian Management Thoughts and Decisions	4 Credits	25	75
C010703T	Core	Research Methodology	4 Credits	25	75
C010704T	Discipline Centric Elective (Select any one)	Organizational Behaviour	4 Credits	25	75
C010705T		Marketing Management		25	75
C010706T	Discipline Centric Elective (Select any one)	Indian Financial System	4 Credits	25	75
C010707T		Financial Institutions			

UG SEMESTER-VIII

(for Four Year Undergraduate Programme)

Course Code		Course Name	Maximum Credit (20)	CIE	ETE
C010801T	Core	Statistical Analysis	4 Credits	25	75
C010802T	Core	Strategic Management	4 Credits	25	75
C010803R	Research Project	Research Project	12 Credits	-	100

PG SEMESTER-II (for Two Year Post Graduate Programme- lateral entry)

Course Code		Course Name	Maximum Credit (20)	CIE	ETE
C010801T	Core	Statistical Analysis	4 Credits	25	75
C010802T	Core	Strategic Management	4 Credits	25	75
C010803T	Discipline Centric Elective (select any one)	Organizational Development	4 Credits	25	75
C010804T		Industrial Relations		25	75
C010805T	Discipline Centric Elective (select any one)	Risk Management in Business	4 Credits	25	75
C010806T		Personal Financial Planning		25	75
C010807T	Ability Enhancement Course (select any one)	Emotional Intelligence and Diversity Management	4 (3+1) Credits	25	75
C010808T		Introduction Artificial to Intelligence in Commerce			

PG SEMESTER-III/PG SEMESTER-I (One Year PG Programme-Lateral Entry)

Course Code		Course Name	Maximum Credit (20)	CIE	ETE
C010901T	Core	Security Analysis & Portfolio Management	4 Credit	25	75
C010902T	Core	Behavioral Finance	4 Credit	25	75
C010903T	Discipline Centric Elective (select any one)	Social Media Marketing	4 Credit	25	75
C010904T		Advertising Management			
C010905T	Discipline Centric Elective (select any one)	Entrepreneurship and Small Business	4 Credit	25	75
C010906T		Startup Ecosystem and Management			
C010907T	Ability Enhancement Course (select any one)	Financial Innovations	4 (3+1) Credit	25	75
C010908T		Marketing Ethics and Sustainability			

PG SEMESTER-IV/PG SEMESTER-II (One Year PG Programme)

Course Code	Course Name	Maximum Credit (20)	CIE	ETE
C011001R	MRP MASTER DISSERTATION	20 Credit	-	100

Major (Core)

Discipline Centric (Elective)

Ability Enhancement Course (Elective)

Programme: M.Com.	Year: First	Semester: First
Subject: Commerce Paper: I – (Core)		
Course Code: C010701T	Course Title: Accounting for Managerial Decisions	Credits: 4
<p>Course Outcomes: On completion of this course, students will be able to:</p> <p>CO1: Outline Ethical considerations in managerial accounting, including the importance of integrity and confidentiality in Local decision making processes.</p> <p>CO2: Identify the importance of sustainable practices and social responsibility in today’s business landscape.</p> <p>CO3: Apply accounting tools and techniques specifically tailored for National and Regional entrepreneurial ventures.</p> <p>CO4: Analyse financial statements including income statements, fund flow and cash flow statement to make informed managerial decision.</p> <p>CO5: Evaluate economic indicators and financial ratios to inform National level decision making.</p> <p>CO6: Assess the financial viability of Global investment opportunities.</p>		
Unit	Topics	
I	Management Accounting: Meaning, Nature, Objectives, Scope, Techniques, Principles, Functions, Importance and Limitations. Management Accounting Vs Financial and Cost Accounting, Management Accountant – Role, Status, functions and responsibility.	
II	Financial Statement Analysis: Parties interested in Financial Statement Essentials of a good financial statement, importance of financial statement. Analysis and Interpretation Horizontal, Vertical: Comparative and Trend Analysis, Ratio Analysis meaning. Utility classification of Ratios, Profitability Ratio, Activity Ratio and Financial Position Ratios.	
III	Fund Flow and Cash Flow Statement: Concepts, Meaning of the term fund and preparation of fund flow statement and cash flow statement (As-3)	
IV	Reporting to Management: Meaning, Objective, methods, Principle of Reporting. Kinds of Reports. Reporting at different levels of management, Contemporary issues in Management Accounting. Social Reporting, Environmental Reporting, Management Assessment and Development.	
Suggested Readings:		
<ol style="list-style-type: none"> 1. Kumar, R. and Jain, K. (2023). Accounting for Managerial Decision and Analysis (1st Edition). Thakur Publication Pvt Ltd. 2. Weygandt, J. , Kimmel, P. and Mitchell, J. (2023). Managerial Accounting: Tools for Business Decision Making, International Adaptation (9th Edition). Wiley. 3. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2021). Management accounting: Information for decision-making and strategy execution (8th ed.). Pearson. 4. Hilton, R. W., Maher, M. W., & Selto, F. H. (2021). Cost management: Strategies for business decisions (5th ed.). McGraw-Hill Education. 5. Hansen, D. R., & Mowen, M. M. (2020). Cost management: Accounting and control (8th ed.). Cengage Learning. 6. Bamber, M. and Parry, S. (2020). Accounting and Finance for Managers: A Business Decision Making Approach (3rd Edition). Kogan Page. 7. Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2018). Introduction to management accounting (16th ed.). Pearson. 		
Suggested equivalent online courses & E-Resources:		
<ol style="list-style-type: none"> 1. www.hbr.org 2. www.magonline.org 3. Management Accounting meaning-https://youtu.be/3TgqOL1Bdms?si=871gxAmAz3Jdkzvm 4. Financial Statement Analysis- https://youtu.be/z5Ewt2oImV0?si=k4JmDhRfTU2gXmdN 5. Fund Flow - https://youtu.be/Hra8unuPVFg?si=aZOKbrumV-15ShFA 6. Cash Flow- https://youtu.be/pISQMexnmew?si=HBT-9GdBk9F-0PVp 7. Reporting to Management- https://youtu.be/PFJmkobyRa4?si=1UZbronCJizCDNOX 8. https://youtu.be/bS1eE88gepk?si=WsLV7M5poG-7osrB 9. प्रबंधकीय लेखांकन-https://youtu.be/OVIRkcuOsik?si=IgmM14b_Oe5nCZSM 		

Programme: M.Com.	Year: First	Semester: First
Subject: Commerce Paper: II – (Core)		
Course Code: C010702T	Course Title: Indian Management Thoughts and Decisions	Credits: 4
<p>Course outcomes: Upon successful completion of the course, students will be able to:</p> <p>CO1: Trace the evolution of management thought and key contributors.</p> <p>CO2: Explain classical and contemporary management theories.</p> <p>CO3: Analyse the impact of various management thinkers on modern management practices.</p> <p>CO4: Apply management theories to real-world business problems.</p> <p>CO5: Evaluate the relevance of historical management concepts in current organizational settings.</p> <p>CO6: Develop a critical understanding of management thought evolution and its application.</p>		
Unit	Topics	
I	Introduction to management thought, Early management practices and classical approaches, Contributions of pioneers such as Frederick Taylor, Henri Fayol, and Max Weber, Overview of administrative management and scientific management	
II	Scientific Management Theory: Principles and Practices, Administrative Management Theory: Fayol's Principles, Bureaucratic Management Theory: Weber's Principles, Critical analysis of classical management theories and their limitations	
III	Human Relations Movement: Contributions of Elton Mayo and others, Systems Theory: Overview and application, Contingency Theory: Principles and implications, Total Quality Management (TQM) and its evolution, Modern leadership theories and their impact on management practices	
IV	Case studies illustrating the application of management theories, Analysis of successful and unsuccessful management strategies, Current trends in management thought and future directions, Integration of classical and modern theories in contemporary management	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Kumar, V. (2020). <i>Management Thought and Process</i>. Oxford University Press. 2. Chakraborty, S. K. (2019). <i>Management Philosophy and Thought</i>. Sage Publications. 3. Gupta, C. B. (2018). <i>Management Principles and Practice</i>. Sultan Chand & Sons. 4. Sengupta, K. (2021). <i>Theories of Management</i>. Himalaya Publishing House. 5. Khandelwal, S. (2020). <i>Evolution of Management Thought</i>. Vikas Publishing House. 6. Pillai, R. S. N., & Bagavathi, R. (2019). <i>Principles and Practice of Management</i>. S. Chand Publishing. 7. Bhatia, S. (2022). <i>Contemporary Management Thoughts and Practices</i>. Pearson Education India. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. Coursera - Introduction to Management 2. edX - Principles of Management 3. Khan Academy - Management 4. MIT Open Course Ware - Management Theory and Practice 5. Swayam - Principles of Management 		

Programme: M. Com.	Year: First	Semester: First
Subject: Commerce Paper: III – (Core)		
Course Code: C010703T	Course Title: Research Methodology	Credits: 4
<p>Course outcomes: Upon successful completion of the course, students will be able to:</p> <p>CO1: Understand and define the concepts and frameworks of research methodology.</p> <p>CO2: Identify and apply various research methods and techniques.</p> <p>CO3: Formulate research problems and design research proposals.</p> <p>CO4: Analyze and interpret research data using statistical tools and techniques.</p> <p>CO5: Develop and present research reports and papers.</p> <p>CO6: Critically evaluate research findings and their implications.</p>		
Unit	Topics	
I	Meaning and significance of research , Research process: Steps and stages, Types of research: Basic and applied, qualitative and quantitative, Research design: Definition, features, and types, Formulating research questions and hypotheses	
II	Sampling methods: Probability and non-probability sampling, Data collection methods: Primary and secondary data, Tools for data collection: Surveys, interviews, and observations, Measurement and scaling techniques, Research ethics and considerations	
III	Descriptive statistics: Measures of central tendency and dispersion, Inferential statistics: Hypothesis testing, t-tests, chi-square tests, Use of statistical software for data analysis (e.g., SPSS, Excel), Interpretation of results and drawing conclusions, Validity and reliability of research findings	
IV	Structure and format of research reports , Writing research proposals and research papers, Referencing and citation styles, Presentation of research findings: Oral and written, Reviewing and critiquing research reports	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Kothari, C. R. (2019). Research Methodology: Methods and Techniques. New Age International Publishers. 2. Bryman, A., & Bell, E. (2015). Business Research Methods. Oxford University Press. 3. Sekaran, U., & Bougie, R. (2019). Research Methods for Business: A Skill-Building Approach. Wiley. 4. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students. Pearson Education. 5. Cooper, D. R., & Schindler, P. S. (2019). Business Research Methods. McGraw-Hill Education. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. Coursera: Research Methodology 2. edX: Introduction to Research Methods 3. Khan Academy: Statistics and Probability 4. Swayam: Research Methodology 5. MIT Open Course Ware: Introduction to Research Methods 		

Programme: M. Com.	Year: First	Semester: First
Subject: Commerce Paper: IV – Discipline Centric (Elective)		
Course Code: C010704T	Course Title: Organizational Behaviour	Credits: 4
<p>Course Outcomes: On completion of this course, students will be able to:</p> <p>CO1: Identify the Local components that contribute to shaping Individual Behaviour.</p> <p>CO2: Present the applicability of the concept of organizational behaviour in Global context to understand the behaviour of people in the organization.</p> <p>CO3: Apply various theories of motivation to Regional organisational problem.</p> <p>CO4: Analyze the complexities associated with management of the group behaviour in the organization.</p> <p>CO5: Evaluate how organizational change and conflict affect working relationships within organizations.</p> <p>CO6: Revise how to apply theories and prevailing leadership styles in National Organizations.</p>		
Unit	Topics	
I	Organizational Behaviour : Concept, Nature, Significance, Relationship with other fields, Challenges & Opportunities for Organizational Behaviour, Approaches of Organizational Behaviour, Human Behaviour, Social System Approach, System & Contingency Approach.	
II	Industrial Dimension of Organizational Behaviour- Perception: Concept, Nature, Process, Attitude: Concept, Process & Measurement, Personality : Concept, Determinants of Personality, Learning : Concept, Components, Factors affecting learning, Learning Theories.	
III	Group Dimensions of Organizational Behaviour: Group-Concept, Types of Groups, Group Information & group Decision Making, Motivation- Concept, Theories of Motivation, Leadership- Concept, Nature, Determination & Style, Theories of Leadership –Behavioural & Situational Theories.	
IV	Organizational Power & Politics, Organizational Change – Concept , Nature, Resistance to Change, Management Resistance to Change, Conflict- Concept, Source & Types, Resolution of Conflict. Organizational Culture – Concept, Element, Implication & Process.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> Bauer, T., & Erdogan, B. (2020). Organizational Behavior (2nd ed.). FlatWorld. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational Behavior (18th ed.). Pearson. Greenberg, J. (2019). Behavior in Organizations: Understanding and Managing the Human Side of Work (11th ed.). Pearson. Robbins, S. P., & Judge, T. A. (2019). Organizational Behavior (18th ed.). Pearson. Kreitner, R., & Kinicki, A. (2019). Organizational Behavior: Key Concepts, Skills & Best Practices (5th ed.). McGraw-Hill Education. Hellriegel, D., & Slocum, J. W. (2019). Organizational Behavior (14th ed.). Cengage Learning. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). Organizational Behavior: Improving Performance and Commitment in the Workplace (5th ed.). McGraw-Hill Education. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> https://aom.org/ https://www.siop.org/ https://www.ssrn.com/ Organizational Behaviour- https://www.youtube.com/live/m0i_rEkzWOs?si=wdz7VjeksdlXvTc- Determinants of Personality- https://youtu.be/7ucfF1nBGzk?si=YMGzvXrldN06Z7Tn Group Dimensions of Organizational Behaviour- https://youtu.be/or6g3BXbUas?si=9c90yenRJTyVpUZ Organizational Change- https://youtu.be/5xsPLr-q_Nk?si=qzZzugkqQDiv21Tj Introduction to Statistics - Stanford Online 		

Programme: M.Com.	Year: First	Semester: First
Subject: Commerce Paper: V – Discipline Centric (Elective)		
Course Code: C010705T	Course Title: Marketing Management	Credits: 4
<p>Course Outcomes: On completion of this course, students will be able to:</p> <p>CO1: Outline critical judgment through engagement and reflection with existing marketing literature and new developments in the National marketing environment.</p> <p>CO2: List the National ethical and environmental concerns linked to marketing activities.</p> <p>CO3: Apply key marketing theories, frameworks and tools to solve Local Marketing problems.</p> <p>CO4: Utilize information of a firm's Regional marketing environment to identify and priorities appropriate marketing segmentation strategies.</p> <p>CO5: Assess Marketing information and research to develop Marketing promotional strategies.</p> <p>CO6: Evaluate the key analytical concepts, frameworks and tools used in Global marketing.</p>		
Unit	Topics	
I	Nature and Scope of Marketing , Marketing Environment, Marketing Mix, Market Segmentation, Consumer Behaviour. Traditional and Modern Concepts of Marketing.	
II	Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding & Packaging, Pricing methods & strategies	
III	Promotion Decisions : Promotion Mix, Advertising, Publicity, Personal Selling, Sales Promotion, Internet, Channel Management Decision.	
IV	Marketing Research : Marketing Planning, Marketing Organization, Marketing Control, Emerging issues & developments in Marketing.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Kotler, (2023). Principle Of Marketing (19). Pearson. 2. Hill Graw M.C ,(2022). Digital Marketing (3). Mcgraw Hill Education (India) Pvt.Ltd.Haryana 3. Sheth, N. J. (2022) . Marketing Theory (3). Wiley. 4. Gullybaba. (2022). New Human Resource Management (1). Gullybaba Publishing House Pvt Ltd. 5. Kotler, P., & Keller, K. L. (2021). Marketing management (16th ed.). Pearson. 6. Kumar, A. (2021).Marketing Management (4). Sahitya Bhawan Publication Agra. 7. Saha, K. S. (2021). International Marketing (1). SBPD PUBLICATION. 8. Armstrong, G., & Kotler, P. (2021). Marketing: An introduction (14th ed.). Pearson. 9. Aaker, D. A., & Joachimsthaler, E. (2021). Brand relevance: Making competitors irrelevant. Jossey-Bass. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. https://www.ama.org/ 2. https://www.marketingprofs.com/ 3. https://www.marketingsherpa.com/ 4. Consumer Behaviour https://youtu.be/XYfc9-HjXBs 5. Product Development https://youtu.be/GL2UxjDIUb0 6. Sales & Distribution Management https://youtu.be/XHvxzRarAWM 7. Integrated Marketing Communication https://youtu.be/uYuniXFHncs 		

Programme: M.Com.	Year: First	Semester: First
Subject: Commerce Paper: VI – Discipline Centric (Elective)		
Course Code: C010706T	Course Title: Indian Financial System	Credits: 4
<p>Course Outcomes: On completion of this course, students will be able to :</p> <p>CO1: Identify Social, Cultural, Ethical and Environmental responsibilities and issues in financial management.</p> <p>CO2: Outline an in-depth view of the process in financial management of the Regional firm.</p> <p>CO3: Utilize knowledge on the allocation, management and funding of financial resources in a Global context.</p> <p>CO4: Compute Cost of capital which involves major capital investment decisions.</p> <p>CO5: Evaluate capital budgeting projects using Local traditional methods.</p> <p>CO6: Revise the time value of money concept and the role of a financial manager in the National competitive business scenario.</p>		
Unit	Topics	
I	<p>Money: Introduction, barter system, definition of Money , Concept of Money, Functions, Alternative Measures To Money Supply In India And Their Different Components, Meaning And Changing Relative Importance Of Each Component, High Powered Money- Meaning And Uses, Sources Of Changes In High Powered Money. Financial System: Components, Financial Intermediaries.</p>	
II	<p>Demand for Money: Introduction, Classical Approach, Keynesian Approach, Transaction, Demand for Money, Precautionary demand for money, Speculative Demand for Money.</p>	
III	<p>Supply of Money: Introduction, Definition of Money Supply, Conventional Approach, Chicago Approach, Gurley and Shaw Approach, RBI Approach.</p>	
IV	<p>Indian Banking System: Definition Of Bank, Commercial Banks, Importance And Functions, Structure Of Commercial Banking System In India. Regional Rural Banks, Cooperative Bank In India.Process Of Credit Creation By Banks; Determination Of Money Supply And Total Bank Credit.</p>	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Titman, S., Martin, J. K. (2020) Financial Management: Principles And Applications (13th). Pearson. 2. Jordon, W. R. (2020). Corporate Finance: Core Principles And Applications (6th).Mcgraw-Hill. 3. Keown, J., Petty J., William J.(2019) Foundations Of Finance: The Logic And Practice Of Financial Management (10th).Pearson Education. 4. Mclancy, A.(2019).Financial Management For Decision Makers. Pearson UK. 5. Brigham, Houton. (2016). Fundamental Of Financial Management (9th). Cengage. 6. Stephen, F. (2015).Financial Management: Concepts And Applications. Baston Mass (U.A):Pearson. 7. Rustagi R. P. (2015).Fundamental Of Financial Management (14).Taxmann Publication. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. www.sciencedirect.com 2. www.taylorandfrancis.com 3. Merchant Bankinghttps://youtu.be/Knx1cFIXES0 4. Indian Stock Markethttps://youtu.be/gCHUGgcGV48 5. Corporate Valuationhttps://youtu.be/OyWS3Hrkdzk 6. Mergershttps://youtu.be/xuFzdAMxbc4 7. Direct & Indirect Taxeshttps://youtu.be/UXd89mj5ijU 8. Small Scale Industrieshttps://youtu.be/PXWUhkbtzps 		

Programme: M.Com.	Year: First	Semester: First
Subject: Commerce Paper: VII – Discipline Centric (Elective)		
Course Code: C010707T	Course Title: Financial Institutions	Credits: 4
<p>Course outcomes: Upon successful completion of the course students will be able to :</p> <p>CO1: Outline the concept and structure of Financial Market in National context.</p> <p>CO2: Identify the terminologies associated with the field of Financial Market and control along with their relevance in Global context.</p> <p>CO3: Apply analytical skill to evaluate investment opportunities and risk associated with this market.</p> <p>CO4: Apply knowledge on allocation, management and funding of financial Resources.</p> <p>CO5: Create competency to raise accountability towards stakeholders and society to integrate value for sustainability.</p> <p>CO6: Evaluate the possible ethical concerns related to gender equality in financial Market.</p>		
Unit	Topics	
I	Financial Markets an Overview: Meaning of Financial Market and its Significance in the Financial System. Financial Markets in the Organized Sector - Industrial Securities Market, Government Securities Market, Long-term Loans Market, Mortgages Market, Financial Guarantee Market, Meaning and Structure of Money Market in India, Characteristics of a Developed Money Market, Significance and Defects of Indian Money Market.	
II	Capital Market: New issue market - Meaning and Functions of New Issue Market, Instruments of New Issues, Players and their role in the New Issue Market, issue-pricing and marketing. Defects and Remedies of New Issue Market.	
III	Secondary market: Functions and role of stock exchange; Listing procedure and legal requirements; Public Stock Exchanges-NSE, BSE and OTCEI. Functionaries on Stock Exchanges: Brokers, Sub brokers, market makers, jobbers, portfolio consultants, Institutional investors.	
IV	Investor Protection: Grievances concerning stockexchange dealings and their removal, Demat Trading. SEBI Guidelines - Primary Market, Secondary Market and the Protection of investor's interest, NCLT & NCLAT.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Avadhani, V.A. (2023). Capital Market Management. Himalaya Publishing House. 2. Sahrma, F.C. (2022). Financial Market Operations. SB.P.D. Publications. 3. Avdhani, V.A. (2022). Investment Management. Himalaya Publishing House. 4. Khandekar, G. Parashram. (2020). Financial Market & Banking Operations, Thakur Publications. 5. Sounders, A., Cornett, M.M., & Jain, A. (2020). Financial Markets & Institutions. McGrawHill Publications 6. Sahai, I.M. (2020). Financial Market Operation. Sahitya Bhawan Publications. 7. Goyal, A., Goyal, M. (2020). Financial Market Operations. V.K. Global Publications. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. https://onlinecourses.swayam2.ac.in/imb20_mg17/preview 2. https://www.thecoursemix.co.uk/courses/financial-markets-and-institutions-course/ 3. https://www.edx.org/learn/economics/indian-institute-of-management-bangalore- 4. Capital Market- https://www.youtube.com/watch?v=oBBMPLB1bVk 5. Secondary Market- https://www.youtube.com/watch?v=tDHwUh8fbsQ 6. Investor Protection- https://www.youtube.com/watch?v=pKNnxLvX6Zc 		

Programme: M.Com.	Year: First	Semester: Second
Subject: Commerce Paper: I – (Core)		
Course Code: C010801T	Course Title: Statistical Analysis	Credits: 4
<p>Course Outcomes: On completion of this course, students will be able to :</p> <p>CO1: Identify the key terminology, concepts tools and National techniques used in business statistical analysis.</p> <p>CO2: Select appropriate business forecasting methods.</p> <p>CO3: Use regression analysis in Local business decision making.</p> <p>CO4: Apply a variety of hypothesis test to aid decision making in a Global business context.</p> <p>CO5: Evaluate Regional sampling distribution for sample means and sample proportions.</p> <p>CO6: Assess decision making skill using Probability density function.</p>		
Unit	Topics	
I	Regression Analysis: Regression Equations, Regression Coefficients, Multiple Correlation and Multiple Regression Analysis: Partial Correlation. Coefficient of Multiple Correlation, Multiple Regression Analysis.	
II	Theoretical Frequency Distributions: Binomial, Normal and Poisson Distribution, Probability Theory: Addition and Multiplication Theorems of Probability, Application of Addition Theorem, Multiplication Theorem. Bayers' Theorem.	
III	Association of Attributes: Theory of Association, Criterion of Independence, Coefficient of Association, Partial Association, Illusory Association. (Consistency of Data. Contingency, Chi-square Test Methods and Uses.	
IV	Business Forecasting: Elements, Importance, Limitations and Theories of Business Forecasting, Sampling: Hypothesis Testing, Standard Error, Sampling of Attributes, Sampling of Variables-Large and Small Sample, t-test, Partial Comparison Test.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Briggs, M. (2021). Statistical Thinking from Scratch: A Primer for Scientists (1). O'Reilly Media. 2. Moore, W. (2020). Statistical Methods for Human Rights (1). Springer 3. Healey, J. (2018). Statistics: A Tool for Social Research (10). Cengage Learning. 4. Lind, D. (2018). Statistical Techniques in Business and Economics (17). McGraw-Hill Education. 5. Newbold, P. (2017). Statistics for Business and Economics (8). Pearson. 6. Bruce, P. (2017). Practical Statistics for Data Scientists (1). O'Reilly Media. 7. Kerns, J. (2015). Introduction to Probability and Statistics Using R (1). Green Tea Press. 8. Lock, R. (2012). Statistics: Unlocking the Power of Data (1). Wiley. <p>Suggested equivalent online courses &E-Resources:</p> <ol style="list-style-type: none"> 1. Regression Analysis- https://youtu.be/OVTapKh3qBw?si=3TvKxINVmSzrylmS 2. Correlation- https://youtu.be/OM7yIloRjHQ?si=CmM4hZOSU1IXz_mj 3. Probability Theory- https://youtu.be/sbbYntt5CJk?si=NXvda-EzU0RDHYui 4. Bayers' Theorem- https://youtu.be/OByl4RJxnKA?si=7q2hNCniilhhN2Ng 5. Theory of Association- https://youtu.be/oIH-N7371K4?si=FsBDKFCRn02w6Wsd 6. Chi-square Test Methods- https://youtu.be/Umn94959b0w?si=sutrNN8ZNz4qRMVP 7. Sampling- https://youtu.be/etu2esVpUZc?si=xf9mc319WsTiA0X0 		

Programme: M.Com.	Year: First	Semester: Second
Subject: Commerce Paper: II – (Core)		
Course Code: C010802T	Course Title: Strategic Management	Credits: 4
<p>Course Outcomes: On completion of this course, students will be able to :</p> <p>CO1: Outline the importance of aligning business strategies with ethical principles, values and environmental responsibility.</p> <p>CO2: Identify the concepts, tools & techniques used by executives in developing and executing strategies based on the nature of business, industry, and cultural differences.</p> <p>CO3: Analyse the competitive situation and ethical dilemma in dealing with dynamic Global business environment.</p> <p>CO4: Apply the knowledge and abilities in formulating strategies and National strategic plans.</p> <p>CO5: Evaluate the external and internal factors that influence an organization's strategic decision making process.</p> <p>CO6: Assess potential business opportunities by analyzing Regional market trends, Local customer needs and competitive landscapes.</p>		
Unit	Topics	
I	Concept, Definition and Nature of Strategy, Vision, Mission, Goal & Objective, Strategic Management: Definition and Process, Models of Strategic decision making, strategic Intent, Strategic Business Unit.	
II	Environmental Scanning –Concept of Environment and its Components, SWOI Analysis, Environmental Scanning and Appraisal. Strategic advantage analysis and diagnosis. Concept of Synergy, Core Competence.	
III	Strategic Analysis & Choice-Stability, Growth, Turnaround, Retrenchment, Diversification, Vertical and Horizontal Integration, Strategic alliance, Divestment, Business Portfolio analysis BCG & GFC matrix, Strategic choice.	
IV	Strategic Implementation and Control–Inter-relation between formulation and implementation, Issues in Strategy implementation. Structure and Non-Structural resource allocation. Overview of Strategic Evaluation. Strategic Control, Techniques of Strategic evaluation and Control.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> David, F. R., & David, F. R. (2020). Strategic Management: Concepts and Cases: A Competitive Advantage Approach (17th ed.). Pearson. Thompson, A. A., Strickland, A. J., & Gamble, J. E. (2020). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases (22nd ed.). McGraw-Hill Education. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). Strategic Management: Concepts and Cases: Competitiveness and Globalization (13th ed.). Cengage Learning. Grant, R. M. (2019). Contemporary Strategy Analysis: Text and Cases Edition (9th ed.). Wiley. Rothaermel, F. T. (2018). Strategic Management: Concepts and Cases (4th ed.). McGraw-Hill Education. Coulter, M. (2018). Strategic Management in Action (7th ed.). Pearson. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2017). Strategic Management and Business Policy: Globalization, Innovation, and Sustainability (15th ed.). Pearson. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> https://strategicmanagementinsight.com/ https://www.strategyand.pwc.com/ https://youtu.be/uT6QNHB9YHs?si=0tn6EWThlTMvSmOh https://youtu.be/JXXHqM6RzZQ?si=g9hfBB-1hldifLv- https://youtu.be/utn6n2Lfu0E?si=gIHDnbTeO1yQUVZ0 https://youtu.be/opCXcTt9-go?si=Kb8hwlHflpJHVci6 		

Programme: M. Com.		Year: First	Semester: Second
Subject: Commerce Paper: III – Discipline Centric (Elective)			
Course Code: C010803T	Course Title: Organizational Development		Credits: 4
<p>Course outcomes: Upon successful completion of the course, students will be able to:</p> <p>CO1: Upon completing the course on Organizational Development, students will have a thorough understanding of the fundamental theories, concepts, and practices involved in managing organizational change and development.</p> <p>CO2: They will be equipped to analyze and diagnose organizational issues, design and implement appropriate OD interventions, and effectively manage resistance to change.</p> <p>CO3: Additionally, students will gain insights into the role of leadership, organizational culture, and employee engagement in driving successful change initiatives.</p> <p>CO4: By applying OD models and techniques, they will be able to facilitate improvements in organizational efficiency, adaptability, and overall effectiveness, preparing them for roles that require managing change in dynamic business environments.</p>			
Unit	Topics		
I	<p>Introduction to Organizational Development, theories and ethical issues: Concept, Definition, Nature, and Importance of Organizational Development, and Characteristics of OD, Historical Development of OD, Organizational Development Theories and Models- Kurt Lewin’s Change Management Model, Burke-Litwin Model of Organizational Change, Systems Theory and Contingency Approach, Ethical Issues in OD, Role of OD in Organizational Effectiveness</p>		
II	<p>Organizational Change and Diagnosis: Types of Change: Planned and Unplanned Change, Change Agents: Role, Skills, and Responsibilities, Action Research Model, Appreciative Inquiry, Kotter’s Eight Steps of Change Techniques of Diagnosis (Surveys, Interviews, Focus Groups, Observation), Data Collection and Analysis, Diagnostic Models: Weisbord’s Six-Box Model, McKinsey 7-S Framework Causes and Types of Resistance, Overcoming Resistance to Change</p>		
III	<p>OD Interventions: Definition and Importance of Interventions , Classification of OD Interventions (Human Process-Based, Techno-Structural, Strategic Interventions), T-Groups, Process Consultation, Team Building, Interpersonal and Group Process Approaches, Quality of Work Life (QWL), Organizational Transformation, Coaching and Mentoring, Employee Engagement and Empowerment, Talent Management and Leadership Development</p>		
IV	<p>Implementing and Evaluating Organizational Development Program: Steps in Implementing OD Programs, Role of Change Agents and OD Consultants, Communication Strategies in OD, Leadership in OD, Role of Organizational Culture in Change Initiatives, Managing Transition through OD, Methods of Evaluating OD Efforts, ROI of Organizational Development, Case Studies of Successful OD Implementation</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Rao, T. V. (2017). Organisation development: Accelerating learning and transformation. SAGE Publications India. 2. Pareek, U. (2012). Understanding organizational behaviour. Oxford University Press. 3. Singh, K. (2009). Organization change and development. Excel Books. 4. Cummings, T. G., & Worley, C. G. (2018). Organization development and change (11th ed.). Cengage Learning. 5. French, W. L., Bell, C. H., & Zawacki, R. A. (2005). Organizational development and transformation: Managing effective change(6th ed.). McGraw-Hill. 6. Burke, W. W. (2014). Organization change: Theory and practice (4th ed.). SAGE Publications. 			
<p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. https://www.youtube.com/watch?v=13giOIhtsUw 2. https://www.youtube.com/watch?v=gN0Ok9erBHQ 3. https://www.youtube.com/watch?v=wktL9ILk8x0 4. https://www.youtube.com/watch?v=SmlD6jpm73I 5. https://www.youtube.com/watch?v=eOYMK5dmnhY 			

Programme: M.Com.	Year: First	Semester: Second
Subject: Commerce Paper: IV – Discipline Centric (Elective)		
Course Code: C010804T	Course Title: Industrial Relations	Credits: 4

Course outcomes: Upon successful completion of the course students will be able to :

CO1: Outline the various Institutions involved in Industrial Relations at the Local and Regional level.

CO2: Identify the law related to unorganized worker and get familiarity with Global organization working for labour rights.

CO3: Explain the gender sensitization at workplace and code of conduct.

CO4: Analyse the legislations relating to working conditions, Environment protection and employees social security.

CO5: Evaluate the role of trade union in the industrial setup.

CO6: Critique the judicial setup of National labour laws.

Unit	Topics
I	Industrial Relations : Nature, Scope, Objectives, Importance, Historical Evolution of Industrial Relations in India, Parties to Industrial Relations, Different Perspectives & Approaches, Role of State in Industrial Relations, Role of Management & Trade Unions, Present Industrial Relations scenario in India.
II	Industrial Relations & Industrial Disputes, Reasons for Industrial Disputes & conflicts, Industrial Relations Mechanism to prevent Industrial Disputes & conflicts. Collective Bargaining, Tripartite & Bipartite Bodies, Ethical Codes & Standing Orders.
III	Management of Grievances, Concept & Causes of Grievances, Grievances Redressal Machinery, Objectives of Grievances Redressal Machinery, Salient Features of Grievances Redressal Machinery, Employee Discipline, Types of Discipline, Disciplinary Action.
IV	Worker's Participation in Management: Concept, Objectives of Worker's Participation in Management, Forms of Worker's Participation in India, Factors influencing Participation, Employee Empowerment, Quality Circle, Industrial Relations & Technological Change, Industrial Relations & HRM.

Suggested Readings:

1. Lewin David, L., Paul, G. (2023). Advances in industrial and labour relations. Emerald publishing limited.
2. Treu, T. (2023). Labour law in Italy. Wolter kluwer.
3. Lansbury R. D., Bamber G. J. (2020). International and comparative employment relations. Taylor and Francis.
4. Gyargy, S. (2020). European labour relations law. Gower.
5. Ulla, L. (2019). Collective bargaining in labour law regimes a global.
6. Charles, B., Ann, L. (2018). Modern employment law. Routledge.
7. Luana, P. (2018). The legal and institutional framing of collective bargaining kluwer law. International B.V.

Suggested equivalent online courses & E-Resources:

1. <https://www.coursera.org/>
2. <https://www.edx.org/>
3. <https://youtu.be/WgRkGrhWkIE?si=0tSI40gWSHvVjLA8>
4. https://youtu.be/XFHURx5g2Ak?si=bkMrT5IGADexMi_4
5. <https://youtu.be/C83z3kfwVJs?si=YXmJiaCITdnaLfBl>
6. <https://youtu.be/NJ89Fidvx6g?si=IJuLky8ya1byUjQ0>

Programme: M.Com.		Year: First	Semester: Second
Subject: Commerce Paper: V – Discipline Centric (Elective)			
Course Code: C010805T	Course Title: Risk Management in Business		Credits: 4
Course outcomes: Upon successful completion of the course students will be able to :			
CO1: Understand risk management concepts and frameworks			
CO2: Identify and assess business risks			
CO3: Develop risk mitigation and management strategies			
CO4: Apply risk management tools and techniques			
CO5: Integrate risk management into business decision-making			
Unit	Topics		
I	Introduction to Risk Management: Definition and importance of risk management, Risk management frameworks and standards, Risk management process. Business Risk Identification: Types of business risks (strategic, operational, financial, compliance), Risk identification techniques (SWOT, brainstorming, etc.), Risk categorization and prioritization.		
II	Risk Assessment and Analysis: Risk assessment methods (quantitative and qualitative), Risk analysis techniques (decision trees, sensitivity analysis, etc.), Risk modeling and simulation. Risk Mitigation and Management: Risk mitigation strategies (avoidance, transfer, etc.), Risk management techniques (hedging, diversification, etc.), Risk monitoring and review.		
III	Financial Risk Management: Financial risk types (market, credit, liquidity, etc.), Financial risk management tools (derivatives, insurance, etc.), Financial risk modeling and analysis. Operational Risk Management: Operational risk types (supply chain, cybersecurity, etc.), Operational risk management tools (process mapping, etc.), Operational risk monitoring and review.		
IV	Strategic Risk Management: Strategic risk types (competitive, regulatory, etc.), Strategic risk management tools (scenario planning, etc.), Strategic risk monitoring and review Risk Management and Governance: Risk management and organizational governance, Risk management policies and procedures, Risk management reporting and communication		
Suggested Readings:			
<ol style="list-style-type: none"> 1. "Enterprise Risk Management: A Guide for Directors and Executives" By COSO 2. "Risk Management and Financial Institutions" By John C. Hull 3. "Risk Management: A Practical Approach" By Nigel D. Allen 4. Banking In New Millenium: Report on Conference of Chairman Of Bank, NIBM, He (2000). 5. Bhardwaj, H.P. Foreign Exchange Handbook. Bhardwai Publishing Company, 6. Joel Bessis. (1998). Risk Management in Banking, Mls John Willy Sons, New York, U.S.A. 			
Suggested equivalent online courses & E-Resources:			
<ol style="list-style-type: none"> 1. https://www.techtarget.com/searchsecurity/definition/What-is-risk-management-and-why-is-it-important 2. https://www.marshmma.com/us/insights/details/risk-management-strategies.html 3. https://hbr.org/2012/06/managing-risks-a-new-framework 4. https://www.shahucollegelatur.org.in/Department/Studymaterial/comm/bcom3yr/1%20Inroduction%20to%20r isk%20management.pdf 5. https://riskacademy.blog/my-favourite-risk-management-books/ 			

Programme: M.Com.	Year: First	Semester: Second
Subject: Commerce Paper: VI – Discipline Centric (Elective)		
Course Code: C010806T	Course Title: Personal Financial Planning	Credits: 4
<p>Course outcomes: Upon successful completion of the course, students will be able to:</p> <p>CO1: Understand the principles and concepts of personal finance.</p> <p>CO2: Develop personal financial plans and budgets.</p> <p>CO3: Analyze investment options and risk management strategies.</p> <p>CO4: Evaluate tax planning and retirement planning techniques.</p> <p>CO5: Apply financial decision-making tools for personal and family financial management.</p> <p>CO6: Assess the impact of economic conditions on personal financial planning</p>		
Unit	Topics	
I	Basics of personal finance: Definition, scope, and importance, Financial goal setting and planning, Creating and managing a personal budget, Understanding net worth and cash flow management	
II	Types of savings accounts and investment options, Risk and return: Understanding investment risk, Asset allocation, and diversification strategies, Evaluating stocks, bonds, mutual funds, and other investment vehicles	
III	Types of insurance: Health, life, auto, property, and liability, Risk assessment and insurance needs analysis, Understanding policy terms, coverage, and exclusions, Managing insurance claims and settlements	
IV	Principles of tax planning and tax-saving instruments, Income tax calculation and deductions, Retirement planning: Pension plans, 401(k), IRAs, and other retirement savings options, Estate planning and wealth transfer strategies	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Bodie, Z., Kane, A., & Marcus, A. J. (2022). <i>Investments</i>. McGraw-Hill Education. 2. Brigham, E. F., & Houston, J. F. (2021). <i>Fundamentals of Financial Management</i>. Cengage Learning. 3. Madura, J. (2019). <i>Personal Finance</i>. Pearson Education. 4. Gitman, L. J., & Joehnk, M. D. (2020). <i>Personal Financial Planning</i>. Cengage Learning. 5. Ehrhardt, M. C., & Brigham, E. F. (2019). <i>Financial Management: Theory and Practice</i>. Cengage Learning. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. Coursera: Personal Finance 2. edX: Personal Finance Essentials 3. Udemy: Personal Finance Mastery 4. Swayam: Personal Financial Planning 5. Khan Academy: Personal Finance 		

Programme: M.Com.	Year: First	Semester: Second
Subject: Commerce Paper: VII – Ability Enhancement (Elective)		
Course Code: C010807T	Course Title: Emotional Intelligence and Diversity Management	Credits: 4 (3 +1)
<p>Course outcomes: Upon successful completion of the course, students will be able to:</p> <p>CO1: Create a vision statement, strategy and action plan.</p> <p>CO2: Describe strategic and analytical tools to aid in developing, implementing and measuring the success of your diversity agenda.</p> <p>CO3: Identify key skills and behaviours required to drive diversity and inclusion.</p> <p>CO4: Behaviours required considering areas for your personal development.</p> <p>CO5: To understand Human Psychology influencing Human Behaviour.</p> <p>CO6: To develop valuable relations with other people.</p> <p>CO7: To understand fundamentals of & get exposed to current industry practices in Corporate.</p>		
Unit	Topics	
I	Introduction To Emotional Intelligence: Meaning of Emotions, Emotional Intelligence- Importance- Models of Emotional Intelligence- Social Intelligence- IQ and EQ- Self Awareness- Social Skills – Relationship Management- EI and Motivation.	
II	Understanding Emotions: The Brain and Emotion - The Relationship of Mood and Emotion - The Role of Emotion in Organizational Health and the Bottom Line - Types of Emotions- Control of Emotions Gender Differences in Emotion - Impulse Control- Marshmallow Experiment- Negative and Positive Emotions – Emotion and Health.	
III	Managing Emotions: Learning EI – Emotional Self Awareness – EI Assessment Tools - Emotional Intelligence and Psychological Adjustment - Issues in Anxiety, Stress, Depression, Anger, Self Esteem and Self-Management Empathy.	
IV	EI Practice In Organizations: Emotional Intelligence and Decision Making - EI and Personality- Work Frustrations- EI and Work Performance- EI and Leadership - EI and Job Stress – EI and Information Processing - EI and Communication – Goal Conflict – EI and Conflict Resolution – EI and Work Place Diversity – Group EI – Star Performers.	
Suggested Readings:		
<ol style="list-style-type: none"> 1. Ciarruchi, J., Forgas, J. and Mayer, John. (2001) Emotional Intelligence in Everyday Life: A Scientific Inquiry. Psychology Press: Philadelphia, PA. 2. Daliph Singh (2001) Emotional Intelligence At Work: A Professional Guide. Response Books: New Delhi 3. Daniel Goleman , (1996) Emotonal Intelligence: Why It can Matter More Than IQ. Bantam Books: NewYork. 4. Doty, G. (2001). Fostering Emotional Intelligence in K-8 Students. Corwin Press: Thousand Oaks, CA. 5. Oatley, K and Jenkins, J (2000) Understanding Emotions. Malden MA: Blackwell 		
Suggested equivalent online courses & E-Resources:		
<ol style="list-style-type: none"> 1. https://www.open.edu/openlearn/mod/oucontent/view.php?id=135550 2. https://old.mu.ac.in/wp-content/uploads/2016/06/4.294-Master-in-Emotional-Intelligence-Human-Relations.pdf 3. https://www.peoplebuilders.com.au/blog/emotional-intelligence-is-at-the-heart-of-diversity-and-inclusion 4. https://strengthscape.com/how-emotional-intelligence-leads-to-inclusion-diversity/ 5. https://www.intangiblecapital.org/index.php/ic/article/view/1050 		

Programme: M.Com.	Year: First	Semester: Second
Subject: Commerce Paper: VIII – Ability Enhancement (Elective)		
Course Code: C010808T	Course Title: Introduction to Artificial Intelligence in Commerce	Credits: 4 (3 +1)
<p>Course outcomes: Upon successful completion of the course, students will be able to:</p> <p>CO1: Understand AI fundamentals and its relevance in commerce CO2: Identify AI applications in marketing, finance, supply chain, and customer service CO3: Analyse AI-driven business models and strategies CO4: Develop skills in AI-powered data analysis and visualization CO5: Evaluate AI's ethical implications in commerce</p>		
Unit	Topics	
I	<p>Introduction to AI: AI definition and history, AI types (machine learning, deep learning, natural language processing), AI applications in commerce.</p> <p>AI Ethics and Governance: AI ethics and bias, Data privacy and security, AI governance and regulation.</p>	
II	<p>AI in Marketing: AI-driven marketing strategies, Predictive analytics for customer segmentation, AI-powered advertising (programmatically ad buying).</p> <p>AI in Finance: AI-driven financial analysis and forecasting, Risk management and portfolio optimization, AI-powered trading systems.</p>	
III	<p>AI in Supply Chain Management: AI-driven demand forecasting, Inventory optimization and logistics management, AI-powered supply chain analytics.</p> <p>AI in Customer Service: Chatbots and virtual assistants, Sentiment analysis and customer feedback, AI-powered customer relationship management.</p>	
IV	<p>AI-Driven Business Models: Platform-based business models, Data-driven decision-making, AI-powered innovation and entrepreneurship.</p> <p>Regulatory Frameworks: Information Technology Act, 2000 AI-related issues, e-commerce policy, Consumer protection, Future directions for AI and applications.</p>	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Artificial Intelligence: A Modern Approach by Stuart Russell and Peter Norvig 2. Deep Learning by Ian Goodfellow, Yoshua Bengio, and Aaron Courville 3. AI for Marketing, Sales, and Customer Service by Jim Sterne 4. Artificial Intelligence Basics: A Non-Technical Introduction by Tom Taulli 5. Artificial Intelligence for Dummies by John Mueller and Luca Massaron 6. Artificial Intelligence: What Everyone Needs to Know Today About Our Future by James C. Moore. 7. Introduction to Artificial Intelligence by Philip C. Jackson <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. https://www.clarity-ventures.com/artificial-intelligence-ecommerce 2. https://silkplm.com/introduction-to-ai-for-e-commerce 3. https://www.javatpoint.com/artificial-intelligence-in-e-commerce 4. http://www.jatit.org/volumes/Vol100No24/12Vol100No24.pdf 5. https://www.researchgate.net/publication/361675958_Artificial_Intelligence_in_E-commerce_A_Literature_Review 6. https://www.scribd.com/document/513615876/1ul9a-uvmt2 		

Programme: M. Com.		Year: Second	Semester: Third
Subject: Commerce Paper: I – (Core)			
Course Code: C010901T	Course Title: Security Analysis & Portfolio Management		Credits: 4
Course outcomes: Upon successful completion of the course, students will be able to:			
CO1: Present a comprehensive understanding of the complex current issues relevant to the Global investment market.			
CO2: Identify the principles of investing including the risk return trade off, diversification and Portfolio management.			
CO3: Analyze various National investment securities including stock, bonds and exchange traded funds.			
CO4: Apply Local recent developments and Regional trends in investment analysis.			
CO5: Construct a well-diversified portfolio and evaluate its performance over time.			
CO6: Evaluate ethical issues and secure the interest of stakeholder in the investment industry.			
Unit	Topics		
I	Concept, Nature and Scope of Security Analysis, Investment Vs Speculation, Effective Investment Programme, Sources of Investment Information, Risk and Return Analysis, Primary Market, Secondary Market, Operation of Indian Capital Market.		
II	Valuation of Securities , Bond Analysis, Bond Valuation, Risk Immunization, Common Stock Analysis, Enquiry Valuation.		
III	Economic Analysis , Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Theory.		
IV	Portfolio Management , Capital Market Theory, Portfolio Selection and its Models, Markovitz Portfolio Theory, Efficient Frontier Theory, Sharp Single Index Model, Capital Assets Pricing Model, Characteristics lines, Optimum Portfolio, Arbitrage Pricing Theory.		
Suggested Readings:			
1. Mansell R. Edward W. (2020) Security Management security(2). Edward Elgar Publishing.			
2. Ahuja H.L. (2019) Security, Analysis The Kru(2). S.Cand & Company Ltd.			
3. Nesh A. (2018) Security Analysis And P Portfolio(2). Springer Publication.			
4. Benjaminl.(2017) Security Advance Management. (3).Springer Publication.			
5. Anand Sharma 9. (2016) Security Management Cavity(3). Himalaya Book Publication.			
6. Das P, Sengupta A. (2014) Security Income Tax And Business Security excelindia(2) Inatia Publishers.			
7. Arora R., Pandey V. (2013) Rajan Tia 7 Recent Advance Security (3).Excel Indiapupelished.			
8. Mithani DM.(2010) Managerial Security Excelindia(3). Himalaya Publishing House.			
Suggested equivalent online courses &E-Resources:			
1. www.eduworld.com .			
2. www.istor.org .			
3. www.finlab.com			
4. Security Analysis, Investment Vs Speculation- https://youtu.be/pAmgZjkeD3I?si=tsAcxYWLWHWI6JGL			
5. Risk and Return Analysis- https://youtu.be/2Oc0q6wYFIQ?si=fa27n9R5lqBt18G5			
6. Primary Market, Secondary Market- https://youtu.be/pAmgZjkeD3I?si=tsAcxYWLWHWI6JGL			
7. Valuation of Securities, Bond Analysis- https://youtu.be/7pk0iKVkNOc?si=pjwmRuTy-hc-LvCS			
8. Efficient Market Theory- https://youtu.be/AEv9AszJ4_U?si=kg0iNNZ3ZI-YOgNp			
9. Capital Market Theory- https://youtu.be/1oJ4wRiAYEk?si=dTNSa4TsyZOusZOK			
10. Arbitrage Pricing Theory- https://youtu.be/fCwruaRaIsY?si=9vhUFSBSiVXA0GM0			
11. Markovitz Theory- https://youtu.be/B-bKJ5fo44s?si=lcov00LrfdtaA8VF			

Programme: M.Com.	Year: Second	Semester: Third
Subject: Commerce Paper: II – (Core)		
Course Code: C010902T	Course Title: Behavioral Finance	Credits: 4
<p>Course outcomes: Upon successful completion of the course, students will be able to:</p> <p>CO1: Understand the fundamentals of behavioral finance and its impact on financial decision-making.</p> <p>CO2: Identify and explain the psychological biases that affect investor behavior.</p> <p>CO3: Analyze the implications of behavioral biases on market efficiency and financial markets.</p> <p>CO4: Apply behavioral finance theories to real-world financial scenarios and investment strategies.</p> <p>CO5: Evaluate the role of emotions and cognitive biases in financial decision-making processes.</p> <p>CO6: Assess the effectiveness of behavioural finance in explaining anomalies in financial markets.</p>		
Unit	Topics	
I	Overview of Behavioral Finance: Definition and Scope, Traditional Finance vs. Behavioral Finance, Key Concepts: Utility Theory, Efficient Market Hypothesis, Introduction to Cognitive Biases: Overconfidence, Anchoring, and Herd Behavior	
II	Heuristics and Biases: Representativeness, Availability, and Self-Attribution Bias, Prospect Theory and Loss Aversion, Mental Accounting and its Implications, Influence of Emotions on Financial Decision Making	
III	Behavioral Finance and Asset Pricing Models, Market Anomalies: Equity Premium Puzzle, Size Effect, and Value vs. Growth, Investor Behavior in Bull and Bear Markets, Case Studies: Analysis of Behavioral Patterns in Recent Financial Crises	
IV	Behavioral Finance in Investment Strategies: Value Investing and Momentum, Behavioral Biases in Corporate Finance: Capital Structure and Dividend Policies, Behavioral Finance and Financial Planning: Retirement and Savings Behavior, Future Directions: Integrating Behavioral Insights into Financial Theory and Practice	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Shefrin, H. (2017). <i>Behavioral Finance: Psychology, Decision-Making, and Markets</i>. CFA Institute Research Foundation. 2. Thaler, R. H. (2015). <i>Misbehaving: The Making of Behavioral Economics</i>. W. W. Norton & Company. 3. Kahneman, D. (2011). <i>Thinking, Fast and Slow</i>. Farrar, Straus and Giroux. 4. Barberis, N., & Thaler, R. H. (2003). <i>A Survey of Behavioral Finance</i>. Handbook of the Economics of Finance. 5. Ackert, L. F., & Deaves, R. (2010). <i>Behavioral Finance: Psychology, Decision-Making, and Markets</i>. South-Western Cengage Learning. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. Coursera: Behavioral Finance 2. edX: Behavioral Finance 3. Udemy: Behavioral Finance 4. Swayam: Behavioral Finance 5. MIT Open Course Ware: Behavioral Finance 		

Programme: M.Com.	Year: Second	Semester: Third
Subject: Commerce Paper: III– Discipline Centric (Elective)		
Course Code: C010903T	Course Title: Social Media Marketing	Credits: 4
<p>Course outcomes: Upon successful completion of the course students will be able to :</p> <p>CO1: Select digital marketing techniques which enable knowledge and skills Necessary to excel in Global digital marketing landscape.</p> <p>CO2: Identify digital marketing legal and ethical framework which varies from Divergent countries and regions.</p> <p>CO3: Apply digital marketing campaign to promote equal opportunities to all genders.</p> <p>CO4: Use digital marketing to promote cultural sensitivity and inclusivity in Regional marketing practices.</p> <p>CO5: Evaluate the dependency of digital marketing heavily on data analysis to Assess the performance of campaigns and make data driven decisions.</p> <p>CO6: Creates a competitive edge with the entrepreneurs.</p>		
Unit	Topics	
I	Social Media Marketing: Why is social media marketing important? Introduction to social media advertising Developing Social Media strategy- Social Media Management Tools: How to Cut Posting Time in Half-Different types of Social Media Platforms	
II	Web design, Optimization of Web sites, MS Expression Web, Creating web sites, SEO Optimization, Writing the SEO content, Writing the SEO content, Google AdWords-creating accounts, Google Ad Words- types.	
III	Introduction to CRM, CRM platform, CRM strategy, Introduction to Web analytics, Web analytics – levels, Introduction of Social Media Marketing, Social Media Marketing plan, Facebook Ads, Creating Facebook Ads, Ads Visibility, Business opportunities and Instagram options, Optimization of Instagram profiles, Integrating Instagram with a Web Site and other social networks, Keeping up with posts.	
IV	Creating business accounts on YouTube, YouTube Advertising, YouTube Analytics, E-mail marketing, E-mail marketing plan, E-mail marketing campaign analysis, Keeping up with conversions, Digital Marketing Budgeting - resource planning, cost estimating, cost budgeting, cost control.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Kumar,S.,&Kumar,S.(2023). Digital Marketing. Taxmann Publications. 2. Chaura,K.K.(2023). Digital Marketing Guide. Notion Press. 3. Raviteja,S.(2023).The Art of Digital Marketing Mastery. Notion Press. 4. Wilderman,A.(2023).Digital Marketing Essentials. 5. Frost,R.,Fox,A.K.,& Daugherty,T.(2023).E-Marketing (9th Ed.).Routledge 6. Kingsnorth, Simon.(2022).Digital Marketing Strategy. Kogan Publishers. 7. Gupta,S.(2022). Digital Marketing (3rd Ed.).McGrawHill. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. https://www.upgrad.com/digital-marketing-and-communication-pgc-mica 2. https://www.udemy.com/course/learn-digital-marketing-course 3. Digital Marketing- https://www.youtube.com/watch?v=rXtaM3x7kHA 4. Web design- https://www.youtube.com/nchaenl/Gq_Ujty_SCCK4iftq2NPSqZA/soidev 5. CRM models-https://www.youtube.com/watch?v=6KLUm-Ych74 6. Digital Marketing Budgeting-https://www.youtube.com/watch?v=nax65qvq8rkUnit Output Costing-https://www.youtube.com/watch?v=0MCc5v94SV4 		

Programme: M.Com.	Year: Second	Semester: Third
Subject: Commerce Paper: IV– Discipline Centric (Elective)		
Course Code: C010904T	Course Title: Advertising Management	Credits: 4
Course outcomes: Upon successful completion of the course students will be able to :		
CO1: Identify the increasingly Global nature of advertising.		
CO2: Present current ethical standards related to responsible management of advertising.		
CO3: Compare, contrast and reflect different perspectives of advertisement’s role in society.		
CO4: Analyze Local environmental variables that influence international advertising.		
CO5: Evaluate the overall role advertising plays in the National marketing environment.		
CO6: Assess the advertising and promotional techniques through the analysis of Regional market situation.		
Unit	Topics	
I	Advertising: Meaning, Functions, Importance and Features, Social and Economic Aspects; Types; Advertising Objectives; Advertising Vs. Personal Selling, Advertising Vs. Sales Promotion, Advertising Vs. Publicity, Advertising as a Marketing Tool.	
II	Message Designing, Development & Layout: Advertising Copy: Meaning, Objectives and Attributes of effective Advertising copy; Types of Advertising Copy. Copy Layout: meaning, Elements and Types of Layout, Principle of Good Layout.	
III	Advertising Effectiveness: Meaning, Objectives and Techniques of Testing Effectiveness, Advertising Budget: Meaning, Advertising Budget Procedure Factors Influencing Advertising Budget, Advertising Budget Allocation.	
IV	Advertising Agencies And Media: Meaning, Features, Need and Functions of Advertising Agencies, Selection and Modes of paying the Agency, Meaning and Role of Media; Types of Media-print Media, Electronic Media, Out Door Media, Other Media, Media Planning.	
Suggested Readings:		
<ol style="list-style-type: none"> 1. Batra, R. (2022). Advertising Management(5). Pearson Education . 2. Sharma, F.C. (2022). Advertising management (1).SBPD publication. 3. Gupta, S. (2021) .Advertising management (1). SBPD publication. 4. M, J. (2017). integrated advertising communication (2). Mc graw hill . 5. Wind Jerry, y. (2016). Beyond advertising (1). Wiley. 6. Hopkin,C. (2015). Scientific Advertisement (5). Sanage publishing house. 7. Drewniany, B. (2013). Creative strategy in advertising (11). Wadsworth publishing co. Inc. 8. Lane, R. (2010). klepnners advertising procedure (1). Pearson. 		
Suggested equivalent online courses &E-Resources:		
<ol style="list-style-type: none"> 1. https://taylorandfrancis.com/ 2. https://www.proquest.com/ 3. https://www.springer.com/in 4. https://www.coursera.org/courses?query=advertising 5. https://www.upgrad.com/digital-marketing-courses/advertising/ 6. https://www.careers360.com/courses/advertising-course 7. https://www.shiksha.com/online-courses/advertising-courses-certification-training-st593-tg461 8. https://www.udemy.com/courses/marketing/advertising/ 9. Integrated Communication Mix - https://www.youtube.com/watch?v=jVWIUGRIAuI 10. Advertising Copy- https://www.youtube.com/watch?v=2ZOBxXZTq4c 11. Promotional objectives- https://www.youtube.com/watch?v=jDOD6dO3wL0 		

Programme: M.Com.	Year: Second	Semester: Third
Subject: Commerce Paper: V– Discipline Centric (Elective)		
Course Code: C010905T	Course Title: Entrepreneurship and Small Business	Credits: 4
<p>Course outcomes: Upon successful completion of the course students will be able to :</p> <p>CO1: Identify the types of entrepreneurs and steps involved in an entrepreneurial venture.</p> <p>CO2: Present the foundation of entrepreneurship development and its theories.</p> <p>CO3: Plan management function of a company with special reference to National Small Scale Industries.</p> <p>CO4: Explain the importance of women entrepreneur in the development of Regional and Local communities.</p> <p>CO5: Assess the impact of EDP in societal and environmental contexts.</p> <p>CO6: Design a plan for implementing ethical entrepreneurial activities in a Globalised and competitive environment.</p>		
Unit	Topics	
I	Entrepreneurship: Nature, Scope and Importance, Emergence of Entrepreneurial Class in India. Theories of Entrepreneurship, Entrepreneurship and Environment, Creativity and Innovation.	
II	Entrepreneurship Development Programme (EDP) : Nature, Scope and Importance, Institutions Established by the Government for EDP Government Assistance and Incentives. Women Entrepreneurship, Social Entrepreneurship.	
III	Promotion of a Venture : Project Management, Financial Management, Raising of Funds, Private Equity and Venture Capital, Production, Human Resource Management & Marketing Management Practices in Small Scale Sector.	
IV	Small Business : Nature, Scope and Importance of Small Business, Government Support System, Infrastructural Facilities, Latest Government Policy with regard to Small Scale Sector, SMI Rating, Strategies for Growth.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Srivastava, A. (2023) .Fundamental Of Business Entrepreneurship (4). Kindle. 2. Allen C.L . (2023). Fundamental Of Business Entrepreneurship (1). Agrihorti Press. 3. Wellington, S. (2023). Fundamental Of Business Entrepreneurship (1). Kindle. 4. Gupta , O.P. (2021). Fundamental Of Business Entrepreneurship (2). Sanjay. 5. Prasad , L. (2021). Fundamental Of Business Entrepreneurship (2). Lap Lambert Academic. 6. Hall , C. (2016). Fundamental Of Business Entrepreneurship (1). Kindle. 7. Singh, C. (2016). Fundamental Of Business Entrepreneurship (2). Anmol Publication. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. https://books.google.com/ 2. https://www.ebooks.com/ 3. https://online.hbs.edu/subjects/entrepreneurship-innovation 4. उद्यमशीलताकेसिद्धांत https://youtu.be/-11kPI55dOI?si=qdwzGCoxVOLxKlhC 5. Women Entrepreneurship- https://youtu.be/qkMqgEZnzzM?si=tmyVAIVH0yoZyJG2 6. Private Equity and Venture Capital- https://youtu.be/NV8Ew6PcQhY?si=PhBJ-YaC7C4dlybi 		

Programme: M.Com.	Year: Second	Semester: Third
Subject: Commerce Paper: VI– Discipline Centric (Elective)		
Course Code: C010906T	Course Title: Startup Ecosystem and Management	Credits: 4
<p>Course outcomes: Upon successful completion of the course students will be able to :</p> <p>CO1: Gain a thorough understanding of the components and dynamics of the startup ecosystem, including the roles of various stakeholders such as entrepreneurs, investors, incubators, and government bodies.</p> <p>CO2: They will acquire skills in forming and managing startups, including idea validation, business planning, legal compliance, and fundraising strategies.</p> <p>CO3: Students will be able to develop growth and scaling strategies, manage innovation, and lead teams effectively in a startup environment.</p> <p>CO4: Additionally, they will learn to navigate the challenges of globalizing startups and managing risks, equipping them with the knowledge and practical tools to successfully launch and manage startup ventures.</p>		
Unit	Topics	
I	Introduction to Startups and Ecosystem: Definition, Characteristics, and Types of Startups, The Startup Lifecycle: Ideation, Validation, Early Traction, Scaling, Key Trends in the Global and Indian Startup Ecosystem, Stakeholders in the Startup Ecosystem: Entrepreneurs, Investors, Incubators, Accelerators, Mentors, Role of Government in the Startup Ecosystem: Startup India Initiative, Policies, and Regulatory Frameworks.	
II	Startup Formation and Legal Structures: Idea Generation and Validation, Building a Minimum Viable Product (MVP), Crafting a Business Plan Different Forms of Business Entities: Sole Proprietorship, Partnership, LLP, Private Limited Company Intellectual Property Rights (IPR): Patents, Trademarks, Copyrights, Legal and Compliance Requirements for Startups, Startup Financing Stages.	
III	Managing and Scaling Startups : Lean Startup Methodology, Customer Acquisition and Retention Strategies, Product-Market Fit and Market Expansion, Importance of a Founding Team, Hiring, Developing, and Retaining Talent in Startups Leadership Challenges in Growing Startups, Digital Marketing Strategies for Startups.	
IV	Innovation & Incubation: Types of Innovation: Product, Process, Business Model, Managing Innovation in Dynamic Markets, Open Innovation and Collaboration, Role of Incubators and Accelerators, Mentorship, Networking, and Resource Access, Incubation Models in India.	
Suggested Readings:		
<ol style="list-style-type: none"> 1. Ries, E. (2011). <i>The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i>. Crown Publishing. 2. Blank, S., & Dorf, B. (2012). <i>The Startup Owner’s Manual: The Step-By-Step Guide for Building a Great Company</i>. K&S Ranch. 3. Aulet, B. (2013). <i>Disciplined Entrepreneurship: 24 Steps to a Successful Startup</i>. Wiley. 4. Sahlman, W. A. (1997). <i>How to Write a Great Business Plan</i>. Harvard Business Review Press. 5. Manimala, M. J. (2005). <i>Entrepreneurship Theory at the Crossroads: Paradigms and Praxis</i>. SAGE Publications India. 		
Suggested equivalent online courses & E-Resources:		
<ol style="list-style-type: none"> 1. The Economic Times. (2022). <i>Startup India: How the initiative is helping entrepreneurs</i>. Retrieved from https://economictimes.indiatimes.com/small-biz/startups/newsbuzz/startup-india-how-the-initiative-is-helping-entrepreneurs/articleshow/89951534.cms 2. Forbes. (2021). <i>Five essential components of a successful startup ecosystem</i>. Retrieved from https://www.forbes.com/sites/forbestechcouncil/2021/04/30/five-essential-components 3. Invest India. (n.d.). <i>Startup India: The complete guide for entrepreneurs</i>. Retrieved from https://www.investindia.gov.in/startup-india-hub 4. Harvard Business Review. (2020). <i>How successful startups scale</i>. Retrieved from https://hbr.org/2020/09/how-successful-startups-scale 5. https://ramotion.com/blog/startup-ecosystem/ 6. https://www.startupindia.gov.in/content/sih/en/ecosystem-page-.html 7. https://en.wikipedia.org/wiki/Startup_ecosystem 		

Programme: M.Com.	Year: Second	Semester: Third
Subject: Commerce Paper: VII– Ability Enhancement (Elective)		
Course Code: C010907T	Course Title: Financial Innovations	Credits: 4 (3+1)
<p>Course outcomes: Upon successful completion of the course students will be able to :</p> <p>CO1: Understand and define the concepts and Significance of Financial Innovations.</p> <p>CO2: Evaluate the influence of fintech and digital finance and its opportunities and challenges.</p> <p>CO3: Utilize various financial instruments and derivatives and mitigate financial risks.</p> <p>CO4: Identify and discuss ethical considerations and regulatory challenges.</p> <p>CO5: Predict emerging trends in financial innovations.</p> <p>CO6: Conduct independent research on financial innovations and communicate findings.</p>		
Unit	Topics	
I	Meaning and significance of Financial Innovations: Importance & Historical Evolution of Financial Markets and Instruments, Types of Financial Innovations: Products & Processes, Role of Technology, Case Studies of Successful Financial Innovations.	
II	FINTECH and Digital Finance: Definitions and Types, Digital banking and peer-to-peer lending, Crowd funding: Platforms and their significance, Crypto-currencies and block chain technology, Regulatory challenges and opportunities for Fintech, Future trends in Digital Finance.	
III	Risk Management and Financial Innovations: Introduction & Definitions, Risk Management Tools: Financial Derivatives (Options, Futures & Swaps), Innovations in Insurance and Risk Transfer, Role of data analytics in Risk Assessment.	
IV	Ethical Considerations and Future of Financial Innovations: Ethical issues in Financial Innovations, Impact of Financial Innovations on Economic Stability, Regulatory Frameworks and importance, Predictions for the future of finance, Discussion on Innovation and Regulation.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Susanne Chishti and Ivana Bartoletti, (2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Finance Visionaries. 2. B. W. (Bill) McKinsey, (2015). Innovation and Disruption at the Base of the Pyramid. 3. Daniel Drescher, (2017). Blockchain Basics: A Non-Technical Introduction in 25 Steps. 4. Henri Arslanian, (2020). The Future of Finance: How Private Equity and Venture Capital Will Shape the Next Decade. 5. Nathaniel Popper, (2015). Digital Gold: Bitcoin and the Inside Story of the Misfits and Millionaires Trying to Reinvent Money. 		
<p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. Coursera: https://www.coursera.org/ 2. edX: https://www.edx.org/ 3. Harvard Business Review: https://hbr.org/ 4. Finextra: https://www.finextra.com/ 5. CB Insights: https://www.cbinsights.com/ 		

Programme: M.Com.	Year: Second	Semester: Third
Subject: Commerce Paper: VIII– Ability Enhancement (Elective)		
Course Code: C010908T	Course Title: Marketing Ethics and Sustainability	Credits: 4 (3+1)
<p>Course outcomes: Upon successful completion of the course students will be able to :</p> <p>CO1: Understand and Apply Ethical theories and frameworks in marketing.</p> <p>CO2: Analyze & evaluate ethical dilemmas & issues in marketing practices, identifying potential solutions.</p> <p>CO3: Design, propose & implement effective sustainable marketing strategies.</p> <p>CO4: Evaluate the role of CSR in shaping marketing strategies and assess the impact.</p> <p>CO5: Develop skills for ethical decision-making in marketing.</p> <p>CO6: Analyze marketing communications for ethical content, identifying issues.</p>		
Unit	Topics	
I	Meaning and scope of Marketing Ethics: History of Marketing Ethics and Importance in Business, Ethical Theories & Frameworks: Utilitarianism, Deontology, Virtue Ethics and Stakeholder Theory, Role of Ethics in Marketing Decisions, Ethical Leadership in Marketing	
II	Sustainability in Marketing: Concept of Sustainability, Sustainable Marketing Practices: Green Marketing and Eco-Labeling, Ethical Consumerism, Challenges in Implementing Sustainability: Cost vs. Benefits, Green washing and its Impact.	
III	Ethical Issues in Marketing Strategies: Ethical Advertising Practices: Truthfulness and Transparency, Targeting Vulnerable Populations, Pricing Ethics: Price Discrimination and Fair Pricing, Digital Marketing Ethics: Data Privacy and Consumer Rights, Ethical Issues in Social Media Marketing.	
IV	Strategic Integration of Ethics and Sustainability: Future Trends: Innovations and Best Practices, Global Perspectives and Regulations, Developing Ethical Marketing Strategies: Frameworks for Ethical Decision Making, Corporate Social Responsibility (CSR) and its Roles & Objectives,.	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. <i>Joanne B. Ciulla</i> (2004), <i>Ethics: The Heart of Leadership</i>. 2. <i>Philip Kotler & Kevin Lane Keller</i> (2012), <i>Marketing Ethics: An International Perspective</i>. 3. <i>Diane L. Swanson & Kenneth E. Kauffman</i> (2019), <i>Sustainable Marketing</i>. 4. <i>Yvon Chouinard & Vincent Stanley</i> (2012), <i>The Responsible Company: What We've Learned from Patagonia's First 40 Years</i>. 5. <i>Marieke de Mooij</i> (2019), <i>Consumer Behavior and Culture: Consequences for Global Marketing and Advertising</i>. <p>Suggested equivalent online courses & E-Resources:</p> <ol style="list-style-type: none"> 1. Business Source Complete (via EBSCO): https://www.ebsco.com/ 2. Springer Link: https://link.springer.com/ 3. Open Library: https://openlibrary.org/ 4. Coursera: Sustainable Business Strategies 5. Harvard Business Review: The Ethical Marketer 		