



Malad Kandivli Education Society's  
**NAGINDAS KHANDWALA COLLEGE**  
 OF COMMERCE, ARTS & MANAGEMENT STUDIES  
 AND SHANTABEN NAGINDAS KHANDWALA COLLEGE OF SCIENCE

(Re-accredited (3<sup>rd</sup> cycle) by NAAC with 'A' Grade)  
 ISO 9001 : 2015 Certified

Autonomous (2016-17)

Educational Excellence Award By Indus Foundation, U.S.A.  
 IMC Ramkrishna Bajaj National Quality Commendation Certificate

Providing Syllabus copy of the courses highlighting the focus on employability/  
 entrepreneurship/ skill development along with their course outcomes.

Sr. No.	Courses	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1	Bachelor of Commerce (B.COM)	✓	✓	✓	✓	✓	5
2	Bachelor of Arts (B.A)	✓	✓	✓	✓	✓	5
3	Bachelor in Management Studies- (BMS)	✓	✓	✓	✓	✓	5
4	Bachelor of Commerce (Accounts and Finance)- BAF	✓	✓	✓	✓	✓	5
5	Bachelor of Commerce (Banking and Insurance)-BBI	✓	✓	✓	✓	✓	5
6	Bachelor of Commerce (Financial Markets)- BFM	✓	✓	✓	✓	✓	5
7	Bachelor of Science - Information Technology (B.Sc IT)	✓	✓	✓	✓	✓	5
8	Bachelor of Science- Computer Science(B.Sc CS)	✓	✓	✓	✓	✓	5
9	Bachelor of Arts- Multimedia and Mass Communication (B.A.MMC)	✓	✓	✓	✓	✓	5
10	Bachelor of Management Studies- Sports Management (BMS-SM)	X	X	✓	✓	✓	3
11	B. Com. Honours in Actuarial Studies	X	X	X	✓	✓	2
12	B.A. Honours in Apparel Design and Construction	X	X	X	✓	✓	2
13	B. Com. Honours in International Accounting	X	X	X	✓	✓	2
14	Bachelor of Management Studies- E commerce operations	X	X	X	X	✓	1
15	B.Sc. (Honours) in Integrative Nutrition & Dietetics	X	X	X	X	✓	1
16	BBA in Tourism and Travel Management	X	X	X	X	✓	1
17	B.Sc. in Interior Design	X	X	X	X	✓	1
18	Master Of Commerce-(M.COM)- Accountancy	✓	✓	✓	✓	✓	5
19	Master Of Commerce-(M.COM)- Management	✓	✓	✓	✓	✓	5
20	Master of Arts (Economics)	✓	✓	✓	✓	✓	5
21	Master of Arts (Geography)	✓	✓	✓	✓	✓	5
22	Master of Arts (Psychology)	X	X	X	✓	✓	2
23	Master of Science (Information Technology) (M.Sc IT)	✓	✓	✓	✓	✓	5
24	Master's Degree - Sports Management (MSM)	X	X	✓	✓	✓	3
25	Master of Science (Geo-informatics) (M.Sc GeoInformatics)	X	X	X	X	✓	1
							84

*Matta*

Prof. (Dr.) Moushumi Datta  
 I/c. Principal



**Nagindas Khandwala College**

**(Autonomous)**

**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-II Semester-IV**

**Subject: Brand Management**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and Semester System**

**(With effect from Academic Year 2020-21)**

**PRINCIPAL**  
NAGINDAS KHANDWALA COLLEGE OF COMMERCE  
ARTS & MANAGEMENT STUDIES AND SHANTABEN  
NAGINDAS KHANDWALA COLLEGE OF SCIENCE  
(AUTONOMOUS)  
MALAD (W), MUMBAI - 400 064

# Brand Management

## Module At a Glance

SN	Modules	No. of Lectures
1	Introduction to Brand Management	15
2	Planning and Implementing Brand Marketing Programs	15
3	Measuring and Interpreting Brand Performance	15
4	Growing and Sustaining Brand Equity	15
	<b>Total</b>	<b>60</b>

## Objectives

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

## Course Outcomes:

After the completion of the Course, the Learner will be able to:

**CO1:** Explain the concepts of brand, branding and brand management (Level: Understand)

**CO2:** Design brand management programs and leverage secondary brand associations. (Level: Create)

**CO3:** Analyze and interpret brand performance with models like The Brand Value Chain, Young & Rubicam Model and Comparative Methods. (Level: Analyze)

**CO4:** Apply strategies for sustaining brands (Level: Apply)

**CO5:** Analyze brand extension strategies and its applicability (Level: Analyze)




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# Brand Management

## Syllabus in detail

SN	Modules/ Units
1	<b>Introduction to Brand Management</b> <p>a) <b>Introduction to Brand Management:</b></p> <ul style="list-style-type: none"> <li>• Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis</li> </ul>
2	<b>Planning and Implementing Brand Marketing Programs (Employability)</b> <p>a) <b>Planning and Implementing Brand Marketing Programs:</b></p> <ul style="list-style-type: none"> <li>• Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements</li> <li>• Integrating Marketing Programs and Activities</li> <li>• Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing</li> <li>• Product Strategy: Perceived Quality and Relationship Marketing</li> <li>• Pricing Strategy: Setting Prices to Build Brand Equity</li> <li>• Channel Strategy: Direct, Indirect Channels</li> <li>• Promotion Strategy: Developing Integrated Marketing Communication Programs</li> <li>• Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.</li> </ul>
3	<b>Measuring and Interpreting Brand Performance</b> <p>a) <b>The Brand Value Chain</b></p> <p>b) <b>Measuring Sources of Brand Equity:</b></p> <ul style="list-style-type: none"> <li>• <b>Qualitative Research Techniques:</b> Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association</li> <li>• <b>Quantitative Research Techniques:</b> Brand Awareness: Recognition, Recall, Brand Image, Brand Responses</li> </ul> <p>c) <b>Young and Rubicam's Brand Asset Valuator</b></p> <p>d) <b>Measuring Outcomes of Brand Equity</b></p> <ul style="list-style-type: none"> <li>• <b>Comparative Methods:</b> Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</li> <li>• <b>Holistic Methods:</b> Residual Approaches, Valuation Approaches: Historical Perspectives and Inter brand's Brand Valuation Methodology</li> </ul>
4	<b>Growing and Sustaining Brand Equity (Entrepreneurship)</b>



**a) Designing & Implementing Branding Strategies:**

- **Brand Architecture:** Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy
- **Brand Hierarchy:** Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels
- **Cause Marketing to Build Brand Equity:** Meaning of Cause Marketing, Advantages, Green Marketing

**b) Brand Extensions:**

- Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity

**c) Managing Brands over Time:**

- Reinforcing Brands, Revitalizing Brands

**d) Building Global Customer Based Brand Equity**

**Reference Books**

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



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**Nagindas Khandwala College**

**(Autonomous)**

**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-I Semester-II**

**Subject: Corporate Finance**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and  
Semester System**

**(With effect from Academic Year 2020-2021)**

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# Corporate Finance

## Modules at a Glance

Module No.	Modules	No. of lectures
Module 1	Time Value of Money	16
Module 2	Financial Analysis	12
Module 3	Financing Decisions	24
Module 4	Fundamental analysis of Financial Statements	08
	Total	60

### Learning Objectives

1. To understand the fundamental concepts of time value of money and calculate future and present value of cash flows.
2. To analyse financial statements with the help of advanced non- conventional ratios
3. To introduce the learners to the concept of business risk and financial risk
4. To train the students for using the 'Capitaline Database Software' for fundamental analysis of a company.
5. To facilitate learners for pursuing a career in Portfolio Management or Research and Analysis in a corporate house
6. To assign individual/group projects based on Capitaline Database as a part of internal evaluation.

**Course Outcomes:** On completion of the course, the learners will be able to

**CO1-** Analyse the impact of time value of money on financial decisions with respect to techniques of discounting, compounding, Bond valuation and YTM (Cognitive level- Analyse)

**CO2-** Recall the knowledge of financial ratios (Cognitive level- Remember)

**CO3 –** Evaluate financial statements by applying various conventional as well as non - conventional ratios along with the concept of CAGR (Cognitive level- Evaluate)

**CO4 –** Evaluate the risk factor involved in capital structuring decisions (Cognitive level- Evaluate)

**CO5 –** Solve practical problems on operating and financial leverages (Cognitive level- Apply)

**CO6-** Develop a skillset to prepare and present research projects/papers by extracting authentic data from Capitaline software as a part of internal evaluation (Cognitive Level- Create)



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## Detailed Syllabus

Module	Topics (Employability)	No. of Lectures
1	Time Value of Money	18
	Concept, Present Value, Annuity and perpetuity, Techniques of Discounting, Techniques of Compounding, Bond Valuation and YTM (Yield to Maturity)	
2	Financial Analysis	12
	<p>Application of Ratio Analysis in Performance evaluation and Financial Decision Making</p> <ul style="list-style-type: none"> <li>• Profitability Ratios: Gross Profit Ratio, Operating Profit Ratio, Return on Capital Employed</li> <li>• Efficiency Ratios: Sales to Capital Employed, Fixed Asset Turn over Ratio, Profit to Fixed Assets, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio</li> <li>• Liquidity Ratios: Current Ratio, Quick Ratio</li> <li>• Stability Ratio: Capital Gearing Ratio, Interest Coverage Ratio</li> <li>• Earnings per Share, P/E Ratio, Dividend Yield</li> <li>• CAGR (Compound Annual Growth Rate) - Capital Infusion, Revenue, PAT(Profit After Tax), Free Cash Flow, EBITDA( Earnings Before Interest, Tax, Depreciation and Amortization)</li> </ul>	
3	Setting Context for Financing Decisions	24
	<ul style="list-style-type: none"> <li>• Cost of Capital - Estimation of Cost of Capital, Weighted Average Cost of Capital (WACC), Marginal Cost of Capital</li> <li>• Capital Structure Decisions - Scheming Optimal Capital Structure, EBIT-EPS Analysis, Capital Structure and Market Price of Share, Capital structure theories, Dividend Policy-Pay Out Ratio</li> <li>• Business Risk and Financial Risk - Introduction, Debt v/s Equity Financing, Types of Leverage- Operating and Financing.</li> </ul>	
4	Fundamental Analysis of Financial Statements	8
	Study of Annual Reports, Fundamentals of Ratios and Financial Analysis, Analysis of Cash Flow Statements, Analyst's forecast.	



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**Reference books:**

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd.
2. Prasanna Chandra, Financial Management - Tata - McGraw Hill.
3. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd edition.). Wiley India Pvt. Ltd.
4. Chandra, P. (2011). Corporate Valuation and Value Creation, (1st edition). TMH
5. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall of India.
6. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.



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**Nagindas Khandwala College**

**(Autonomous)**

**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-II Semester-III**

**Subject: Direct and Indirect Taxes Paper-I  
Direct Tax**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and  
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**(With effect from Academic Year 2020-21)**

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## Direct and Indirect Taxes Paper-I Direct Tax

### Modules at a Glance

Sr. No	Modules	No. of Lectures
1	Clubbing of Income: S (60 to 65)	8
2	Set off & Carry Forward of Losses	8
3	Computation of Income and Tax of Individual	16
4	Return of income (Including Forms of Return) Sec 139	8
5	Tax Deducted at Source & Advance Tax	8
6	E- Filing of PAN Application, and Returns of Income	12
	<b>Total</b>	<b>60</b>

#### Learning Objectives:

1. To understand the provisions of clubbing of income and set off & carry forward of losses.
2. To learn the provisions of Income tax for computation of income and tax of individual assessee.
3. To study the returns of income and the procedure for filing of income tax returns, including belated returns
4. To study the provisions of Income tax Act with regards to TDS and advance tax
5. To have a practical exposure to the process of e-filing of PAN application and income tax returns
6. To develop skills to compute taxable Income of an Individual
- 7.

**Outcome:** On completion of the course, students will be able to

**CO1:** Apply clubbing provisions in computing total income of an assessee (Cognitive level – Apply)

**CO2:** Apply the set off and carry forward provisions of Income tax Act to arrive at total income of an assessee (Cognitive level –Apply)

**CO3:** Compute the tax deductible at source, advance tax liability and interest for non-payment or short payment of advance tax (Cognitive level –Analyse)

**CO4:** Determine the taxable income and the tax liability of an individual assessee (Cognitive level –Analyse)


**CO5:** Show practically the process of e-filing of PAN application and returns of income for an individual assessee (Cognitive level –Apply)



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## Detailed Syllabus

Module	Topics (Employability)																						
1	<p><b>Clubbing of Income</b> Following Sections are included:</p> <table border="1"> <thead> <tr> <th style="text-align: center;">Sec. No.</th> <th style="text-align: center;">Details</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">60</td> <td>Transfer of Income when there is no transfer of assets</td> </tr> <tr> <td style="text-align: center;">61</td> <td>Revocable transfer of assets</td> </tr> <tr> <td style="text-align: center;">64(1)(ii)</td> <td>Remuneration from A Concern In Which Spouse Has Substantial Interest</td> </tr> <tr> <td style="text-align: center;">64(1)(iv)</td> <td>Income From Assets Transferred To Spouse</td> </tr> <tr> <td style="text-align: center;">64(1)(vi)</td> <td>Income From Assets Transferred To Son's Wife</td> </tr> <tr> <td style="text-align: center;">64(1)(vii)</td> <td>Income From Assets Transferred To A Person For The Benefit Of Spouse</td> </tr> <tr> <td style="text-align: center;">64(1)(viii)</td> <td>Income From Assets Transferred To A Person For The Benefit Of Son's Wife</td> </tr> <tr> <td style="text-align: center;">64(1A)</td> <td>Income Of Minor Child</td> </tr> <tr> <td style="text-align: center;">64(2)</td> <td>Member of HUF transfers any of his property to HUF for inadequate Consideration</td> </tr> <tr> <td style="text-align: center;">65</td> <td>Liability of person in respect of income included in the income of another person</td> </tr> </tbody> </table>	Sec. No.	Details	60	Transfer of Income when there is no transfer of assets	61	Revocable transfer of assets	64(1)(ii)	Remuneration from A Concern In Which Spouse Has Substantial Interest	64(1)(iv)	Income From Assets Transferred To Spouse	64(1)(vi)	Income From Assets Transferred To Son's Wife	64(1)(vii)	Income From Assets Transferred To A Person For The Benefit Of Spouse	64(1)(viii)	Income From Assets Transferred To A Person For The Benefit Of Son's Wife	64(1A)	Income Of Minor Child	64(2)	Member of HUF transfers any of his property to HUF for inadequate Consideration	65	Liability of person in respect of income included in the income of another person
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3	<p><b>Computation of Income and Tax of Individual</b> Computation of Income including Presumptive Income of Eligible Business / Profession under Sec 44AD, and Sec 44ADA. Computation of Total Tax Payable including taxation of Capital Gains</p>																						
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4	<b>Return of Income (Including Forms of Return) Sec 139</b>	
	Including Sections:	
	Sec. No.	Details
	139(1)	Due dates for filing of Returns of Income.
	139(3)	Late filing of return and carry forward of Losses
	139(4)	Filing of Income tax return after due date – Belated Returns
	139(5)	Filing of Revised Return
	139(9)	Defective Return
	Excluding Sections: S 139 (4A), 139 (4B), 139 (4C), 139 (4D)	
5	<b>Basic Aspects of Tax Deducted at Source &amp; Advance Tax</b>	
	<b>5A TDS: Including Sections:</b>	
	Sec. No.	Details
	192	TDS from Salary paid
	194A	TDS from Interest other than Interest on Securities
	194C	TDS of Payment to Contractors
	194H	TDS on Commission or Brokerage
	194I	TDS on Rent paid
	194J	TDS on Professional /Technical Fees paid
	200,	Time of Remittance to Government
	Rule 30	
	203	Forms and Time for Issue of TDS Certificates
	<b>5B Advance Tax:</b>	
	Including Sections:	
	Sec. No.	Details
	207	Exemption from Payment of Advance Tax
	208	Provisions relating to Advance Tax Payment
	209	Calculation of Estimated Income
	210	Calculation of Tax on Current Year Income
	211	Instalments rate and their due dates
	234A	Interest Payable for late filing of Return of Income
	234B	Interest Payable for Short payment of Advance tax
	234C	Interest Payable for Late payment or Non-Payment of Advance tax
	6	<b>E- Filing of PAN Application, and Returns of Income and Tax</b>
Students will learn in computerized accounting lab, online filing of:		
a. PAN Application		
b. Returns of Income for Individuals		
c. TDS, Advance Tax Challans		
d. TDS Returns		

### Reference books:

- Direct Taxes Law & Practice by V.K. Singhania - Taxman
- Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House
- Income Tax Ready Reckoner by Dr .V.K. Singhania - Taxman
- Direct Tax Laws by T.N. Manoharan - Snow White



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**Nagindas Khandwala College**

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**Master of Commerce (M Com) Programme**

**For**

**M. Com-I Semester-II**

**Subject: E-Commerce**

**Syllabus**

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## E-Commerce

### Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to E-Commerce	15
2	E-Business	15
3	Electronic Payment System and Security	15
4	Legal and Regulatory Framework	15
<b>Total</b>		<b>60</b>

SN	Objectives
1	To comprehend the concept of e-commerce and online business ecosystem. (Understand)
2	To relate to various processes of e-business by correlating to real world examples. (Apply)
3	To grasp various security related issues and payment systems in online world. (Apply)
4	To know about the legal framework for e-business and e-commerce. (Apply)

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Describe the concepts of trade and business with respect to e-commerce. (Level: Understand)

**CO2:** Analyse the various types of e-business and its e-applications. (Level: Analyse)

**CO3:** Evaluate the electronic payment methods for e-business (Level: Evaluate)

**CO4:** Explain the legal and regulatory framework for e-commerce (Level: Understand)

SN	Modules/ Units
1	<b>Introduction To E-Commerce (Entrepreneurship)</b>
	<ul style="list-style-type: none"> <li>E-COMMERCE: Concept, Nature, Advantages, Limitations, Models (concept, features, advantages, limitations), Functions, Scope, Factors, Issues, Impact</li> </ul>



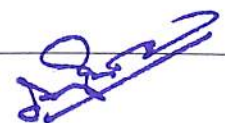
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	<ul style="list-style-type: none"> <li>• WWW: Evolution, Websites (need, principles, types, ways to build the website)</li> <li>• M-COMMERCE: Concept, Types, Growth</li> </ul>
<b>2</b>	<b>E-Business</b>
	<ul style="list-style-type: none"> <li>• E-BUSINESS: Concept, Nature, Activities, Functions, Merits, Limitations, Models</li> <li>• E- APPLICATIONS: Online transactions, E-tailing, E-CRM, E-trading, E-auction, E-delivery, E-supply chain and procurement EDI, ERP, Data Warehouse (Concept, features, merits, limitations, process, types, need and scope and latest development for each)</li> <li>• E-MARKETING: Concept, functions, tools and web traffics. Role of social media</li> </ul>
<b>3</b>	<b>Electronic Payment System And Security</b>
	<ul style="list-style-type: none"> <li>• E-PAYMENT: Concept, Features, Advantages, Limitations, Models, Methods, Payment gateways, Online banking, crypto currency</li> <li>• SECURITY: Concept, Need, Types</li> <li>• THREATS: Cybercrime, Hacking, Vandals, Scams, Web vandals, Phishing, Theft, Fraud, Virus attack, E-mail abuse, Piracy, Risks and issues</li> </ul>
<b>4</b>	<b>Legal And Regulatory Framework</b>
	<ul style="list-style-type: none"> <li>• TOOLS: Digital signatures, Encryption, Intellectual property, Patents, Taxation issues, Public and private key infrastructure</li> <li>• LAWS: World Scenario, IT Act 2000, COPRA bill 2015</li> <li>• DIGITAL RECORDS: Evidences and Records, Authorities</li> </ul>

### Reference Books

- Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi: Pearson Education).
- Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi : Pearson Education).
- Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (newDelhi : Pearson Education).



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- Smith, P.R. and Dave Chaffey (2005), e-Marketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)



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**Nagindas Khandwala College**

**(Autonomous)**

**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-II Semester-III**

**Subject: Entrepreneurship**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and Semester  
System**

**(With effect from Academic Year 2020-21)**

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## Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Entrepreneurship	15
2	Creating Entrepreneurial Venture	15
3	Preparing a Business Plan	15
4	Assistance and Incentives for Promotion and Development of Entrepreneurship	15
<b>Total</b>		<b>60</b>

### Course Objectives:

- To familiarize the learner with entrepreneurship.
- To explain the process of creating an entrepreneurship venture and preparing a business plan.
- To provide an understanding of incentives required for promotion and development of entrepreneurship.

### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Describe entrepreneurship, entrepreneurship culture and theories of entrepreneurship. (Level: Understand)

**CO2:** Apply the skills required to set up an entrepreneurial venture and management it. (Level: Apply)

**CO3:** Design a business plan with emphasis on the location, financials and marketing. (Level: Design)

**CO4:** Analyze the business life cycle and feasibility analysis. (Level: Analyse)

**CO5:** Apply the incentives and promotions for entrepreneurship and demonstrate an understanding of schemes for women entrepreneurs. (Level: Create)




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SN	Modules/ Units
1	Introduction to Entrepreneurship ( <b>Employability and Entrepreneurship</b> )
	<p><b>1.1 Entrepreneurship</b> – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, (Women Entrepreneurs) Requirements of Entrepreneurial structure.</p> <p><b>1.2 Entrepreneurial Culture</b> -Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture.</p> <p><b>1.3 Theories of Entrepreneurship</b>- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness</p>
2	Creating Entrepreneurial Venture ( <b>Employability and Entrepreneurship</b> )
	<p><b>2.1 Entrepreneurial Environment</b>- Significance, SWOC Analysis.</p> <p>Problems of Entrepreneur (Manufacturing, Marketing, Human Resources and Finance) NEW Problems of Women Entrepreneur (\$\$)</p> <p><b>2.2 Financial (Management) of Entrepreneurial Venture</b>-</p> <p>-Understanding Finance- Factors affecting Capital Structure, Fixed Capital – Working Capital – Factors and Sources, Tools of Financial Analysis</p> <p><b>2.3 Social Entrepreneurship</b>- Features, Importance, Arguments (for and against) Social Entrepreneurship,</p> <p><b>2.4 Recent Trends in Entrepreneurship</b></p> <p>Franchising – Out sourcing - E-entrepreneurs</p>
3	Preparing a Business Plan ( <b>Employability and Entrepreneurship</b> )
	<p><b>3.1 Introduction</b> - Defining Business idea - Sources and methods of generating business ideas.</p> <p><b>3.2 Business Plan</b>- Preparing business Plan- Steps in product choice- Deciding on location aspects- Marketing plan- Financial plan.</p> <p><b>3.3 Understanding business life cycle</b> - product life cycle- Entrepreneurs plan and projection</p> <p><b>3.4 Feasibility Analysis</b> – Area/ Scope of Feasibility- Project report ( only concept)</p>
4	Assistance and Incentives for Promotion and Development of Entrepreneurship

  
3

<b>(Employability and Entrepreneurship)</b>	
	<p><b>4.1 Incentives–Need, Promotion and development Entrepreneurship-Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organizational.</b> (Special Government schemes for women entrepreneurs in India.) \$\$</p> <p><b>4.2 NPSD - National Policy for Skill Development and Entrepreneurship 2015.</b></p> <p><b>4.3 Make in India</b></p> <p><b>4.4 Institutions in aid of Entrepreneurship Development - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs</b></p>

**Books:**

1. Fundamentals of Entrepreneurship Development and Project Management. By Lipika K Guliani and R.K. Gupta, Published by Himalaya Publishing House
2. Dynamics of Entrepreneurial Development and Management.  
By Vasant Desai Gupta, Published by Himalaya Publishing House
3. Business Planning and Entrepreneurial Management. By Dr. Vasant Desai Published by Himalaya Publishing House
4. Entrepreneurship Development , By Jose, Paul& other ,3<sup>rd</sup> revised by Himalaya Publishing House
5. Entrepreneurship, ,by Hisrich, Robert D ,By Tata McGraw-Hill Publishing house



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**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-II Semester-IV**

**Subject: Direct and Indirect Taxes Paper-II  
Indirect Tax (Introduction of Goods and Service Tax)**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and Semester  
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## Direct and Indirect Taxes Paper-II Indirect Tax

### Module at a Glance

SN	Modules	No. of Lectures
1	Overview of Goods and Service Tax	15
2	Registration under GST	15
3	Collection of Tax under Integrated Goods and Services Tax Act, 2017	10
4	Place of supply of goods or services or both under Integrated Goods and Services Tax Act, 2017	10
5	Payment of GST	10
	<b>Total</b>	<b>60</b>

#### Learning Objectives:

1. To give the learners an overview of the Goods and Service Tax Act
2. To understand the procedure for registration under GST Act
3. To study the collection of tax as well as place of supply concept under IGST Act
4. To enable the learners to understand the procedure for payment of GST
5. To give a practical exposure to students about the process of online registration for GST
6. To prepare students for employment in taxation firm

#### Course Outcomes:

**CO1:** Describe the framework of GST introduced in India and the constitutional provisions pertaining to levy of GST (Cognitive level –Understand)

**CO2:** Explain when a person becomes liable to get registered under GST and the procedure for GST registration (Cognitive level –Understand)

**CO3:** Discuss the steps involved in the process of payment of GST (Cognitive level –Understand)

**CO4:** Show practically the process of registration under GST and filing of GST returns (Cognitive level –Apply)

### Detailed Syllabus

SN	Modules/ Units (Employability)
1	<p>Overview of Goods and Service Tax</p> <ul style="list-style-type: none"> <li>• Introduction and Meaning of GST and IGST</li> <li>• Scope of GST</li> <li>• Present/old Tax Structure v/s GST</li> <li>• GST in Other Countries</li> <li>• Existing taxes proposed to be subsumed under GST Principles adopted for</li> </ul>

  
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	subsuming the taxes <ul style="list-style-type: none"> <li>• Dual GST Benefits of GST</li> <li>• GST Council GST Network (GSTN) and GST regime Integrated Goods and Services Tax Act, 2017: title and definitions, administration</li> </ul>
2	Registration under GST
	<ul style="list-style-type: none"> <li>• Rules and Procedure of registration</li> <li>• Special provisions relating to casual taxable person and non-resident taxable person</li> <li>• Amendment of registration</li> <li>• Cancellation of registration</li> <li>• Revocation of cancellation of registration</li> </ul>
3	Collection of Tax under Integrated Goods and Services Tax Act, 2017
	Sec 5 and Sec 6
4	Place of supply of goods or services or both under Integrated Goods and Services Tax Act, 2017
	Sec 10 and Sec 12
5	Payment of GST
	<ul style="list-style-type: none"> <li>• GST Introduction</li> <li>• Time of GST Payment</li> <li>• How to make payment</li> <li>• Challan Generation &amp; CPIN</li> <li>• TDS &amp; TCS</li> </ul>

Note: Relevant Law/Statute/Rules in force and relevant Standards in force on 1st April immediately preceding commencement of Academic Year is applicable for ensuring examination after relevant year

#### Reference Books:

- Indirect Taxes: Law and Practice by V.S. Datey, Taxmann
- Indirect Taxes by V.S. Balchandra, Sultan Chand and Sons, New Delhi
- GST Law & practice with Customs & FTP by V.S. Datey, Taxmann
- GST by V.S. Datey, Taxmann
- GST & customs Law by K.M. Bansal, University Edition
- GST Law & practice with Customs & FTP by Vineet Sodhani, Snow White Publications
- GST Law & practice with Customs & FTP by Sanjiv Agarwal, Snow White Publications
- Indirect taxes(Containing GST, Customs & FTP) by MOhd. Rafi, Bharat Publications



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**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-II Semester-III**

**Subject: Organizational Behaviour**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and Semester System**

**(With effect from Academic Year 2020-21)**

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# Organizational Behaviour

## Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Organizational Behaviour	15
2	Foundations of Individual Behaviour	15
3	Interpersonal Behaviour and Group Dynamics	15
4	Emerging Challenges	15
<b>Total</b>		<b>60</b>

### Course Objectives

- (1) To understand the concepts, nature and principles of Organizational Behavior
- (2) To introduce applied behavioral science principles and practices into the ongoing organization towards the goal of improving organizational effectiveness.
- (3) To gain a solid understanding of human behavior in the workplace from an individual, group, and organizational perspective.
- (4) To obtain frameworks and tools to effectively analyze and approach various Organizational situations.

### Course Outcomes

On completion of the course, learners will be able to:

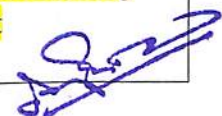
- (1) Relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace.
- (2) Respect how individuals, groups and organizations act in order to expand the options of approaches
- (3) Develop an ability to work in groups and communicate effectively
- (4) Understand, analyze and suggest measures to resolve the real life conflicts



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SN	Detailed Syllabus
1	<p><b>Introduction to Organizational Behaviour</b></p> <ul style="list-style-type: none"> <li>• <b>Understanding Organisational Behaviour (OB)</b> – Definitions, Goals, Forces, Positive characteristics of OB, , Fundamental Concepts, Foundation, Disciplines and Scope of OB.</li> <li>• <b>Evolution of OB</b> – Human Relations Approach – Hawthorne Experiments, Models of OB.</li> <li>• <b>Challenges and Opportunities for OB</b> - Responding to Economic Pressures, Responding to Globalization, Managing Workforce Diversity, Improving Customer Service 18, Improving People Skills, Stimulating Innovation and Change 20 • Coping with “Temporariness”, Working in Networked Organizations, Helping Employees Balance Work–Life Conflicts, Creating a Positive Work Environment, Improving Behavior Ethical Behavior <b>(Employability)</b></li> </ul>
2	<p><b>Foundations of Individual Behaviour</b></p> <ul style="list-style-type: none"> <li>• <b>Perception</b> - Factors That Influence Perception, Attribution Theory, Common Shortcuts in Judging Others, Specific Applications of Shortcuts in Organizations</li> <li>• <b>Attitudes</b> - The nature of employee attitudes, Effects of employee attitudes, Studying Job satisfaction</li> <li>• <b>Personality</b> - What Is Personality?, The Myers-Briggs Type Indicator, The Big Five Personality Model, Other Personality Traits Relevant to OB. <b>(Employability)</b></li> </ul>
3	<p><b>Interpersonal Behavior and Group Dynamics</b></p> <ul style="list-style-type: none"> <li>• <b>Conflict</b> – The nature of Conflict, Levels of Conflict, Sources of Conflicts, Effects of conflict, A model of conflict, Strategies for resolving Conflict, Guidelines for effective negotiation.</li> <li>• <b>Group</b> – Types of groups, Stages of Group Development, Group Decision making – Advantages and Problems, Social loafing, Escalation of commitment</li> <li>• <b>Teams and Team Building</b>– Teamwork, Life cycle of a team, Ingredients of effective teams, Potential team problems, Process of team building, Teambuilding issues. Skills useful in teambuilding.<b>( Employability)</b></li> </ul>
4	<p><b>Emerging Challenges</b></p> <ul style="list-style-type: none"> <li>• <b>Stress Management</b> – Sources, Effects, Strategies, Stress and Performance.</li> <li>• <b>Organisation culture</b> – Cultural Dimensions, Creating Organisational Culture, Maintaining Organisational Culture.</li> <li>• <b>Managing Change</b> – Change at Work, Resistance to Change, Implementing Change Successfully, Understanding Organizational Development <b>(Employability)</b></li> </ul>



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## Reference Books

### Books for Study

- Newstrom, J. W. (2017). Organizational Behaviour: Human Behaviour at Work (17th Ed), Tata McGraw- Hill.
- Robbins, P. Stephen, and Judge A. Timothy. (2018). Organizational Behaviour, 15th Ed. Prentice-Hall of India Private Limited. New Delhi

### Reference Books

- Hellriegel, D. & Slocum, J. W. (2007). Organizational Behaviour (10th Ed), Southwestern/Thomson Learning.
- Luthans, F., (2017). Organizational Behaviour. (10th Ed), McGraw Hill.
- Sekaran, U., (2004). Organisational Behaviour: Text and Cases. (2nd Ed), New Delhi, Tata McGraw- Hill.
- Shani, A. B. (Rami), & Lau, J. B., (2008). Behaviour in Organizations: An Experiential Approach. (8th Ed), McGraw Hill.



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**Nagindas Khandwala College**

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**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-I Semester-II**

**Subject: Research Methodology for Business**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and  
Semester System**

**(Implemented during Academic Year 2020-21)**

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## Research Methodology for Business

### Modules At a Glance

SN	Modules	No. of Lectures
1	Introduction to Research	15
2	Research Process	15
3	Data Processing and Statistical Analysis	15
4	Research Reporting and Modern Practices in Research	15
<b>Total</b>		<b>60</b>

SN	Objectives
1	To enhance the abilities of learners to undertake research in business & social sciences
2	To enable the learners to understand, develop and apply the fundamental skills in formulating research problems
3	To enable the learners in understanding and developing the most appropriate methodology for their research
4	To make the learners familiar with the basic statistical tools and techniques applicable for research

#### Course Outcomes:

After completion of this course the learner will be able to:

- CO1:** Describe the research concepts. (Level: Understand)
- CO2:** Apply the research skills in formulating the research problem. (Level: Apply)
- CO3:** Design a research proposal. (Level: Design)
- CO4:** Evaluate data and analyse it. (Level: Evaluate)
- CO5:** Develop a research report (Level: Create)



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## Detailed Syllabus

SN	Modules/ Units
<b>1</b>	<b>Introduction to Research</b>
	<ul style="list-style-type: none"> <li>• Features and Importance of research in business, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research.</li> <li>• Formulation of research problem, Research Design, significance of Review of Literature</li> <li>• Hypothesis: Formulation, Sources, Importance and Types</li> <li>• Sampling: Significance, Methods, Factors determining sample size</li> </ul>
<b>2</b>	<b>Research Process</b>
	<ul style="list-style-type: none"> <li>• Stages in Research process</li> <li>• Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey,</li> <li>• Limitations of Primary data</li> <li>• Secondary data: Sources and Limitations,</li> <li>• Factors affecting the choice of method of data collection.</li> <li>• Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire</li> </ul>
<b>3</b>	<b>Data Processing and Statistical Analysis(Employability)</b>
	<ul style="list-style-type: none"> <li>• Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation</li> <li>• Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis.</li> <li>• Testing of Hypotheses –               <ul style="list-style-type: none"> <li>▪ Parametric Test-t test, f test, z test</li> <li>▪ Non-Parametric Test -Chi square test, ANOVA, Factor Analysis</li> </ul> </li> <li>• Interpretation of data: significance and Precautions in data interpretation</li> </ul>
<b>4</b>	<b>Research Reporting and Modern Practices in Research</b>
	<ul style="list-style-type: none"> <li>• Research Report Writing: Importance, Essentials, Structure/ layout, Types</li> <li>• References and Citation Methods:               <ul style="list-style-type: none"> <li>▪ APA (American Psychological Association)</li> <li>▪ CMS (Chicago Manual Style)</li> <li>▪ MLA (Modern Language Association)</li> </ul> </li> <li>• Footnotes and Bibliography</li> <li>• Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research</li> </ul>

### Reference Books:

1. Research Methods in Accounting, Malcolm Smith
2. Research Methods and Methodology in Finance and Accounting, by Viv Beattie and Bob Ryan

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## **Nagindas Khandwala College**

**(Autonomous)**

**Courses of Master of Commerce (M Com) Programme**

**For**

**M. Com-I Semester-II**

**Subject: Retail Management**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and Semester System**

**(With effect from Academic Year 2020-21)**

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### Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Retail Management	15
2	Retail Management Strategy	15
3	Retail Location, Layout and Merchandising	15
4	Use of Technology and Career Options in Retail Sector	15
<b>Total</b>		<b>60</b>

SN	Objectives
1	To make the learner acquainted to the concepts of retail & retail management
2	To enable the learner understand the size & trends in Indian retail sector
3	To enable the learner to apply retail strategies
4	To enable the learner to understand the use of technology in the retail sector

#### Course Outcomes:

After completion of this course the learner will be able to:

CO1: Describe the retail concepts. (Level: Understand)

CO2: Apply the retail strategies to the Indian retail sector. (Level: Apply)

CO3: Analyse the retail location and layout and merchandising for retail outlets. (Level: Analyse)

CO4: Evaluate the merchandise needed at a retail outlet (Level: Evaluate)

CO5: Explain the application of technology in the retail sector. (Level : Understand)

  
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## Syllabus in detail

SN	Modules/ Units
<b>1</b>	<b>Introduction to Retail Management</b>
	<ul style="list-style-type: none"> <li>• <b>Retailing:</b> <ul style="list-style-type: none"> <li>➤ Concept and Importance of Retailing</li> <li>➤ Nature and Scope/Size of Indian Retail Sector</li> <li>➤ Theories of Retail Change</li> <li>➤ Retail Environment: Economic, Marketing (Competitive), Technological and Legal/Regulatory (Political)</li> </ul> </li> <li>• <b>Retail Sector in India:</b> <ul style="list-style-type: none"> <li>➤ FDI in Indian Retail Sector</li> <li>➤ Key Drivers of Indian Retail Sector</li> </ul> </li> <li>• <b>Recent Trends in Retailing:</b> <ul style="list-style-type: none"> <li>➤ Retail Formats</li> <li>➤ Mall System- Challenges Faced by the Organised Retailers</li> <li>➤ Ethics in Retailing</li> </ul> </li> </ul>
<b>2</b>	<b>Retail Management Strategy</b>
	<ul style="list-style-type: none"> <li>• <b>Understanding Consumer:</b> <ul style="list-style-type: none"> <li>➤ Consumer Behaviour in Retail Context</li> <li>➤ Shopping Motivations</li> <li>➤ Factors affecting consumer Behaviour</li> <li>➤ Consumer Decision-making Process and Types</li> <li>➤ Consumer Behaviour in Off-line and On-line Retail</li> </ul> </li> <li>• <b>Retail Strategies:</b> <ul style="list-style-type: none"> <li>➤ Retail Market Segmentation: Concept, Significance and Bases</li> <li>➤ Retail Business Planning Process</li> </ul> </li> <li>• <b>Promotional Strategies:</b> <ul style="list-style-type: none"> <li>➤ Use of Promotional Tools in Retailing</li> <li>➤ Retail Value Chain: Primary and Supportive Activities in it</li> <li>➤ Retail Life Cycle</li> <li>➤ Customer Relationship Management (CRM) in Retailing: CRM Strategies and Customer Strategies (<b>Entrepreneurship</b>)</li> <li>➤ Human Resource Management (HRM) in Retailing: Growing Importance of HR and HR Challenges in Retailing</li> </ul> </li> </ul>
<b>3</b>	<b>Retail Location, Layout and Merchandising</b>
	<ul style="list-style-type: none"> <li>• <b>Retail Location:</b> <ul style="list-style-type: none"> <li>➤ Concept, Importance and Location Decision: Types of Location, Steps involved in choosing a Retail Location</li> </ul> </li> <li>• <b>Retail Layout: Store Design &amp; Layout</b></li> </ul>

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	<ul style="list-style-type: none"> <li>➤ Store Design: Concept, Importance and Elements</li> <li>➤ Store Layout: Meaning, Importance, Steps</li> <li>• <b>Merchandising:</b></li> <li>➤ Merchandising Planning Process, Merchandising Buying decision Process, Visual Merchandising: Concept and Elements</li> <li>➤ Retail Branding Strategy: Store Brand</li> </ul>
<b>4</b>	<b>Use of Technology and Career Options in Retail Sector</b>
	<ul style="list-style-type: none"> <li>• <b>Use of Technology:</b> <ul style="list-style-type: none"> <li>➤ Concept of technology use in Retail Sector</li> <li>➤ Electronic Data Interchange (EDI): Advantages over paper systems</li> <li>➤ Radio Frequency Identification (RFID): Benefits of RFID in Retail Stores</li> <li>➤ Database Management System (DBMS): Uses and Importance of DBMS in Retail Sector</li> <li>➤ Advantages and Limitations of Information Technology in Retailing</li> </ul> </li> <li>• <b>E-Retailing and Green Retailing:</b> <ul style="list-style-type: none"> <li>➤ Concept and elements of E-Retailing</li> <li>➤ Size of E-Retailing abroad and in India</li> <li>➤ Merits and Limitations of E-Retailing</li> <li>➤ E-Retail Formats (Models): their merits and limitations</li> <li>➤ Challenges before E-Retailers</li> <li>➤ Green Retailing: Concept, Importance and Challenges</li> </ul> </li> <li>• <b>Retail as a Career:</b> <ul style="list-style-type: none"> <li>➤ Different job opportunities in Retail Sector</li> <li>➤ Retail Store Manager: Functions/Responsibilities of Store Manager</li> <li>➤ Functions/Responsibilities of Merchandising Manager (<b>Employability</b>)</li> </ul> </li> </ul>

### Books:

- 1) Retail Management- A Strategic Approach by Barry Berman & Joel Evans- Prentice-Hall Publication
- 2) Retail Management- Chetan Bajaj, Rajnish Tuli and Nidhi Varma- Srivastava- Oxford University Press
- 3) Retail Management- Functional Principles & Practices by Gibson G. Vedamani- Jaico Publishing House
- 4) Retail Management- Arif sheikh & Kaneez Fatima- Himalaya Publishing House
- 5) Retail Management- Jia Makhija



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**Courses of Master of Commerce (M. Com.) Programme**

**For**

**M. Com-I Semester-I**

**Subject: Services Marketing**

**Syllabus**

**Under Academic Autonomy & Credit, Grading and Semester System**

**(With effect from Academic Year 2019-20)**

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## Services Marketing

Module at a Glance		
Sr. No.	Modules	No. of Lectures
	Introduction of Services Marketing	15
	Key Elements of Services Marketing Mix	15
	Managing Quality Aspects of Services Marketing	15
	Marketing of Services	15
<b>Total</b>		<b>60</b>

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

### Course Outcomes:

- CO1:** Explain concepts of service marketing in business. (Level: Understand)
- CO2:** Apply the key elements of services marketing mix in marketing (Level: Apply)
- CO3:** Compare quality aspects of different services in business. (Level: Evaluate)
- CO4:** Demonstrate the strategies for marketing of services in the business environment. (Level: Apply)
- CO5:** Design services keeping the customer's perspective in mind and maintaining ethics in services. (Level: Create)

### Detailed Syllabus

Modules / Units	
Unit	Introduction to Services Marketing
1	<ul style="list-style-type: none"> <li>Services marketing concept, distinctive characteristics of services, services marketing triangle, purchase process for services, marketing challenges of services</li> <li>Role of Services in Modern Economy, Services Marketing Environment</li> <li>Goods vs services marketing, goods services continuum</li> <li>Consumer behaviour, positioning a service in the market place</li> <li>Variations in customer involvement, impact of service recovery efforts on consumer loyalty</li> <li>Type of contact: high contact services and low contact services</li> <li>Sensitivity to customers' reluctance to change</li> </ul>

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<b>Unit 2</b>	<b>Key Elements of Service Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• The service product, pricing mix, promotion &amp; communication mix, place/distribution of service, people, physical evidence, process-service mapping-flowcharting</li> <li>• Core and supplementary elements of services – Planning and creating services, the flow of service, development of new services. <b>(Skill Development)</b></li> <li>• Branding of services – problems and solutions</li> <li>• Options for service delivery</li> </ul>
<b>Unit 3</b>	<b>Managing Quality Aspects of Services Marketing (Entrepreneurship)</b>
	<ul style="list-style-type: none"> <li>Improving service quality and productivity</li> <li>• Service quality – gap model, benchmarking, measuring service quality -zone of tolerance and improving service quality</li> <li>• The SERVQUAL Model</li> <li>• Defining productivity – improving productivity, demand and capacity alignment</li> <li>• Service leadership – Integrating marketing operations and human resources, creating a leading service organization.</li> </ul>
<b>Unit 4</b>	<b>Marketing of Services (Employability)</b>
	<ul style="list-style-type: none"> <li>• Employees' roles in service delivery – The critical importance of service employees, sources of conflict, quality/productivity trade-offs, strategies for delivering service qualities through people.</li> <li>• Customer's roles in service delivery – importance, customer's role.</li> <li>• Recent trends in marketing of services in: tourism, hospitality, healthcare, banking, insurance, education, it and entertainment industry</li> <li>• Ethics in services marketing: meaning, importance, unethical practices in service sector.</li> </ul>

**Book for Reading:**

1. Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition

**Reference Books:**

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

  
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## Strategic Management

### Modules At a Glance

SN	Modules	No. of Lectures
1	Introduction to Strategic Management	15
2	Strategy Formulation: Strategy Alternatives	15
3	Strategy Analysis and Implementation	15
4	Strategy Evaluation and Control	15
<b>Total</b>		<b>60</b>

SN	Objectives
1	To comprehend the concept of strategy management. (Understand)
2	To relate their understanding of strategy formulation to various corporate houses by means of case study. (Apply)
3	To assess strategy implementation at various levels and scale of business organization. (Analyze / Evaluate)
4	To utilize skills on various control strategies that the companies adopt. (Apply)

#### Course Outcomes:

After completion of this course the learner will be able to:

**CO1:** Describe the concepts of strategic management and strategic management process in the business setting. (Level: Understand)

**CO2:** Apply environmental scanning for finding solutions to business problems and formulate and implement strategies for business. (Level: Apply)

**CO3:** Analyze different strategies and techniques in business. (Level: Analyze)

**CO4:** Appraise the various types of evaluations and controls in business. (Level: Evaluate)

**CO5:** Apply the techniques of operation control to business situations. (Level: Apply)



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## Syllabus in detail

SN	Modules/ Units
<b>1</b>	<b>Introduction to Strategic Management</b>
	<p>1.1 Concept and Levels of Strategy</p> <p>1.2 Meaning of Strategic Management-Benefits and Limitations of Strategic Management</p> <p>1.3 Strategic Management Process</p> <p>1.4 Vision: Concept &amp; Benefits</p> <p>1.5 Mission: Definition &amp; Characteristics of a good Mission Statement</p> <p>1.6 Objectives/Goals: Meaning, Role and Characteristics</p> <p>1.7 Environmental Scanning: Concept and Importance- Exposure to VUCA World-Elements of Environment</p> <p>1.8 Study of Internal Environment: Marketing Capability, Financial Capability, Operations Capability, Personnel Capability, Information Management Capability, General Management Capability- SWOT and other techniques of Environmental Scanning</p>
<b>2</b>	<b>Module-2 Strategy Formulation: Strategy Alternatives (Employability)</b>
	<p>2.1 Corporate Level Strategies: Meaning and Types</p> <p>2.1.1 Stability Strategy: Concept, Reasons and Types/Approaches such as No Change Strategy, Profit Strategy and Pause / Proceed with Caution Strategy</p> <p>2.1.2 Expansion Strategy: Meaning and Types</p> <p>A) Concentration Strategy: Meaning, Advantages and Limitations</p> <p>B) Integration Strategy: Meaning, Horizontal &amp; Vertical Integration, Advantages &amp; Limitations</p>



	<p>C) Diversification Strategy: Meaning, types, benefits and risks of Diversification</p> <p>D) Cooperation Strategies: Meaning and Types</p> <p>(i) Mergers &amp; Acquisitions: Meaning, Types, Reasons of M&amp;A and Issues involved in M&amp;A</p> <p>(ii) Joint Ventures: Meaning and Advantages</p> <p>(iii) Strategic Alliances: Meaning, Reasons for SA, Pitfalls in SA</p> <p>E) Internationalization Strategies: Meaning and International Entry Modes</p> <p>2.1.3 Retrenchment Strategies: Meaning and Types</p> <p>A) Turnaround: Meaning, and Conditions for turnaround</p> <p>B) Divestment: Meaning and Reasons for Divestment</p> <p>C) Liquidation (Closure): Meaning and Reasons of Closure</p> <p>2.1.4 Combination Strategies: Meaning and Types</p> <p>2.2 Business Level Strategies: SBU (Strategic Business Units) Strategies Meaning and Types such as Cost Leadership, Differentiation and Focus</p> <p>2.3 Contemporary Strategies: Red Ocean, Blue Ocean and Black Ocean Strategies</p>
<b>3</b>	<b>Module- 3 Strategy Analysis and Implementation(Employability)</b>
	<p>3.1 Meaning of Strategy Implementation</p> <p>3.2 Strategic Analysis: Meaning and Techniques:</p> <ul style="list-style-type: none"> <li>- GE Nine Cell Matrix</li> <li>- BCG Portfolio Model</li> <li>- TOWS Analysis</li> <li>- Porter's 5 Force Model</li> </ul> <p>3.3 Strategy Choice: Meaning and Factors- (Objective and Subjective Factors)</p> <p>3.4 Resource Allocation: Meaning-Bases-Problems</p>



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	<p>3.5 Mc Kinsey's 7S Framework</p> <p>3.6 Functional Implementation: Financial Plans &amp; Policies, Marketing Plans &amp; Policies, Operations Plans &amp; Policies, Information Management Plans &amp; Policies, Personnel Plans &amp; Policies</p> <p>3.7 Structural Implementation: Meaning and Choice of suitable structure</p> <p>3.8 Behavioral Implementation: Corporate Culture, Values &amp; Ethics, Leadership and its Role</p>
4	<p><b>Module-4 Strategy Evaluation and Control (Employability)</b></p> <p>4.1 Strategic Evaluation and Control – Nature, Importance and Barriers</p> <p>4.2 Types of Evaluation and Control: Strategic and Operational</p> <p>a) Strategic Control: Meaning and Types</p> <p>b) Operational Control: Meaning and Process of Control</p> <p>4.3 Techniques of Operational Control:</p> <p>i) Internal Analysis- VRIO Framework, Value Chain Analysis, Quantitative Analysis, Qualitative Analysis</p> <p>ii) Comparative Analysis- Historical Analysis, Industry Norm, Benchmarking</p> <p>iii) Comprehensive Analysis- Key Factor Rating, Business Intelligence Systems, The Balanced Scorecard</p> <p>iv) Special Purpose Techniques- Network Techniques, Management by Objectives (MBO), the Parta System, Memorandum of Understanding (MoU)</p> <p>v) Auditing Techniques- Corporate Social Audit, Environmental Audit</p>

#### Reference Books

- Strategic Management – Fred R. David, Prentice Hall International
- Business Policy and Strategic Management- Jauch Lawrence R & William Glueck, Tata McGraw Hill
- Business Policy and Strategic Management – Dr Azhar Kazmi, Tata McGraw Hill



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Publications

- Business Policy and Strategic Management – Dr L. M. Prasad, Sultan Chand & Sons, New Delhi
- Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi



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