

M.Com. Course Structure and Syllabus

The M.Com. Programme is a regular full time Two Year Post Graduate Programme comprising of Four Semesters redesigned and updated under the Regulations on Choice Based Credit System. The Programme requirements include 80 credits (64 credits from Core Courses, 16 credits from Elective Courses. The Programme has the following salient features:

- i. Five Core Courses in First Semester with **20 Credits** in total;
- ii. Five Core Courses in Second Semester with **20 Credits** in total;
- iii. Three Core Courses, and two Elective Courses comprising of one group in Third Semester with **20 Credits** in total;
- iv. Three Core Courses and two Elective Courses comprising of one group in the Fourth Semester with **20 Credits** in total.

Learning Outcomes Descriptors and Programme Outcomes for a Master's degree

The Master's degree qualifies students who can apply an advanced body of knowledge in a range of contexts for professional practice, research, and scholarship and as a pathway for further learning. Graduates at this level are expected to possess and demonstrate specialized knowledge and skills for research, and/or professional practice and/or for further learning.

Descriptor	Knowledge and understanding: The graduates should be able to demonstrate the acquisition of:
P.O. 1.	advanced knowledge about a specialized field of enquiry with a critical understanding of the emerging developments and issues relating to one or more fields of learning,
P.O. 2.	advanced knowledge and understanding of the research principles, methods, and techniques applicable to the chosen field(s) of learning or professional practice,
P.O. 3.	procedural knowledge required for performing and accomplishing complex and specialized and professional tasks relating to teaching, and research and development.
Descriptor	General, technical and professional skills required to perform and accomplish tasks: The graduates should be able to demonstrate the acquisition of:
P.O. 4.	advanced cognitive and technical skills required for performing and accomplishing complex tasks related to the chosen fields of learning.
P.O. 5.	advanced cognitive and technical skills required for evaluating research findings and designing and conducting relevant research that contributes to the generation of new knowledge.
P.O. 6.	specialized cognitive and technical skills relating to a body of knowledge and practice to analyze and synthesize complex information and problems.
Descriptor	Application of knowledge and skills: The graduates should be able to demonstrate the ability to:
P.O. 7.	apply the acquired advanced theoretical and/or technical knowledge about a specialized field of enquiry or professional practice and a range of cognitive and practical skills to identify and analyze problems and issues, including real-life problems, associated with the chosen fields of learning.

P.O. 8.	apply advanced knowledge relating to research methods to carry out research and investigations to formulate evidence-based solutions to complex and unpredictable problems.
Descriptor	Generic learning outcomes: The graduates should be able to demonstrate the ability to:
P.O. 9.	listen carefully, read texts and research papers analytically and present complex information in a clear and concise manner to different groups/audiences,
P.O. 10.	communicate, in a well-structured manner, technical information and explanations, and the findings/results of the research studies undertaken in the chosen field of study,
P.O. 11.	present in a concise manner view on the relevance and applications of the findings of recent research and evaluation studies in the context of emerging developments and issues.
P.O. 12.	evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.
P.O. 13.	meet one's own learning needs relating to the chosen fields of learning, work/vocation, and an area of professional practice,
P.O. 14.	pursue self-paced and self-directed learning to upgrade knowledge and skills, including research-related skills, required to pursue a higher level of education and research.
P.O. 15.	problematize, synthesize, and articulate issues and design research proposals,
P.O. 16.	define problems, formulate appropriate and relevant research questions, formulate hypotheses, test hypotheses using quantitative and qualitative data, establish hypotheses, make inferences based on the analysis and interpretation of data, and predict cause-and-effect relationships,
P.O. 17.	develop appropriate tools for data collection for research,
P.O. 18.	the ability to use appropriate statistical and other analytical tools and techniques for the analysis of data collected for research and evaluation studies,
P.O. 19.	plan, execute, and report the results of an investigation,
P.O. 20.	follow basic research ethics and skills in practicing/doing ethics in the field/ in one's own research work.
P.O. 21.	make judgements and take decisions regarding the adoption of approaches to solving problems, including real-life problems, based on the analysis and evaluation of information and empirical evidence collected.
P.O. 22.	make judgement across a range of functions requiring the exercise of full responsibility and accountability for personal and/or group actions to generate solutions to specific problems associated with the chosen fields/subfields of study, work, or professional practice.
Descriptor	Constitutional, humanistic, ethical, and moral values: The graduates should be able to demonstrate the willingness and ability to:
P.O. 23.	embrace and practice constitutional, humanistic, ethical, and moral values in one's life,
P.O. 24.	adopt objective and unbiased actions in all aspects of work related to the chosen fields/subfields of study and professional practice,
P.O. 25.	participate in actions to address environmental protection and sustainable development issues,

P.O. 26.	support relevant ethical and moral issues by formulating and presenting coherent arguments,
P.O. 27.	follow ethical principles and practices in all aspects of research and development, including inducements for enrolling participants, avoiding unethical practices such as fabrication, falsification or misrepresentation of data or committing plagiarism.
Descriptor	Employability and job-ready skills, and entrepreneurship skills and capabilities/ qualities and mindset: The graduates should be able to demonstrate the acquisition of knowledge and skill sets required for:
P.O. 28.	adapting to the future of work and responding to the demands of the fast pace of technological developments and innovations that drive the shift in employers' demands for skills, particularly with respect to the transition towards more technology-assisted work involving the creation of new forms of work and rapidly changing work and production processes.
P.O. 29.	exercising full personal responsibility for the output of own work as well as for group/team outputs and for managing work that is complex and unpredictable requiring new strategic approaches.

Programme Specific Outcomes (PSOs):

The M.Com programme aims to prepare postgraduates with advanced theoretical knowledge, analytical ability, and professional competence in commerce, business, and research, equipping them for academia, industry, and entrepreneurship.

PSO1: Advanced Knowledge of Commerce and Management

Graduates will demonstrate an in-depth understanding of advanced concepts, theories, and practices in accounting, finance, marketing, human resources, and management for effective decision-making and professional practice.

PSO2: Analytical, Research, and Data Competence

Graduates will be able to apply statistical, econometric, and analytical tools for problem-solving, research, and policy evaluation in business and economics, fostering evidence-based reasoning.

PSO3: Professional and Ethical Leadership

Graduates will develop leadership, communication, and ethical values, enabling them to function effectively and responsibly in corporate, academic, and entrepreneurial settings.

PSO4: Policy, Governance, and Societal Perspective

Graduates will be able to analyze the impact of business, fiscal, and trade policies on organizations and society, integrating sustainability, inclusiveness, and governance principles in decision-making.

PSO5: Innovation, Entrepreneurship, and Lifelong Learning

Graduates will demonstrate the ability to design innovative business solutions, entrepreneurial ventures, and research projects, while engaging in continuous learning to adapt to dynamic global environments.

The details of M.Com. Course Structure is as follows:

M.Com. – First Semester shall comprise of the following Five Core Courses:

COM – 515	Advanced Management Accounting	4 Credits
COM – 516	Advanced Business Economics	4 Credits
COM – 517	Business Management	4 Credits
COM – 518	International Business	4 Credits
COM – 519	Business Statistics	4 Credits

M.Com. – Third Semester shall comprise of the following Three Core Courses and the Elective Groups. Two Courses of One Elective Group shall be elected by the student:

COM – 607	Insurance Management	4 Credits
COM – 608	Security Analysis and Portfolio Management	4 Credits
COM – 609	Financial Services	4 Credits

Elective Courses: All Courses from any ONE Group.

Finance (F) Group Courses:

COM – 663	International Finance	4 Credits
COM – 664	Financing of Micro, Small and Medium Enterprises	4 Credits

Human Resource Management (H) Group Courses:

COM – 665	Talent and Competency Management	4 Credits
COM – 666	Organisational Change Management	4 Credits

Marketing (M) Group Courses:

COM – 667	Theory and Practice of Marketing	4 Credits
COM – 668	Rural and Agricultural Marketing	4 Credits

Elective Courses: All Courses from the same Group to be opted as in Third Semester.

M. Com. First Semester

Course Code: COM – 515 – Advanced Management Accounting

Course Objectives :

- To provide a comprehensive understanding of management accounting concepts, systems, and their distinction from financial and cost accounting.
- To develop the ability to analyze and interpret financial information for planning, decision-making, and control.
- To enable students to apply costing techniques such as marginal, absorption, and activity-based costing for managerial efficiency.
- To equip learners with skills to prepare and evaluate various budgets and apply performance measurement tools in different business situations.
- To enhance decision-making ability through the application of responsibility accounting, transfer pricing, and relevant cost analysis in managerial contexts.

Course Learning Outcomes (COs):

CO1: Explain the nature, scope, and role of management accounting in decision-making and distinguish it from financial and cost accounting.

CO2: Apply marginal, absorption, and activity-based costing techniques for managerial decisions involving cost control and profitability.

CO3: Analyze and interpret financial data using differential and marginal costing to support short-term decisions such as make-or-buy, product mix, and shutdown analysis.

CO4: Prepare and evaluate master, functional, and flexible budgets, and apply performance budgeting and zero-based budgeting for control purposes.

CO5: Assess and design responsibility accounting systems, transfer pricing mechanisms, and performance measurement indicators for effective management control.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO9	PO23
CO1	2	3	2		2	2		2	2
CO2		2	1	1			1		
CO3	2	2		3	2		3		2
CO4	3		3	2	3	3	2	3	3
CO5	3		3		3	3		3	3

Course Content

Unit-I Management Accounting: Definition, differences with Financial Accounting and Cost Accounting, Ethical Issues and Internal Control Procedure in Accounting, Financial Reporting, Role of Management Accountant, Mechanism of Cash Flow and Uses of Cash Flow Data in Decision Making, Measurement of cost behaviour,

Unit – II- Marginal Costing Vs. Absorption Costing: Concept, Preparation of Income Statement. Cost Volume Profit (CVP) Analysis – Mathematical and Graphical Approach, Contribution Margin, Break-even Analysis, Indifference Point, Margine of Safety, Profit Volume Analysis; Activity Based Costing

Unit – III- Relevant information and short-term decision making: Decision making using marginal and Differential Costing techniques, Make or Buy decisions, deciding the Product Mix, Addition or Elimination of Product Line, shutdown Decision, pricing decisions – Influencing Factors and Methods;

Unit –IV: Budget and Budgetary Control: Preparing the Master Budget and Functional Budgets, Cash Budget, Flexible budgets; Zero Base Budgeting; Performance Budgeting; Activity Based Budgeting**Life Cycle Costing** – Meaning and Benefits, Product Life Cycle and Pricing Decisions, Life cycle Budgeting

Unit – V: Transfer Pricing – Concept, Objectives, Methods - Market-based Price and Cost-based Price.: **Responsibility Accounting-** Concept; Responsibility centres: Cost centre, Revenue centre. Profit centre, Investment centre; Responsibility performance reporting; Financial measures of performance, Non- financial performance measures; Accounting Information System.

Suggested Readings:

1. Khan and Jain: Management Accounting, THM Horngren,
2. C. J.: Accounting for Management Control
3. R.P. Rustagi: Management Accounting, Taxmann
4. Ashish, K. Bhattacharya: Introduction to Financial Statement Analysis,
5. Elsevier Anthony, R. N.: Management Accounting
6. Sharma, R. K. and Gupta, Shashi, K.: Management Accounting, Kalyani.
7. Jawahar Lal: Advanced Management Accounting, HPH
8. Gupta, S. P.: Management Accounting, Sahitya Bhawan

Course Code: COM –516 - Advanced Business Economics

Course Objectives:

- To develop a comprehensive understanding of economic concepts, tools, and techniques applicable to managerial and business decision-making.
- To enable students to analyze consumer behavior, production functions, and cost structures in dynamic business environments.
- To foster the ability to evaluate pricing and competition under various market structures and their implications for business strategies.
- To familiarize learners with macroeconomic indicators such as national income, inflation, and business cycles, and their policy implications.
- To equip students with the capability to analyze international trade, balance of payments, and macroeconomic linkages for strategic decision-making in an open economy.

Course Learning Outcomes (COs):

CO1: Explain the nature, scope, and role of business economics and apply key principles like opportunity cost, incremental, and equi-marginal analysis to managerial decisions.

CO2: Analyze production functions and cost behavior to optimize resource allocation, efficiency, and profitability.

CO3: Evaluate pricing strategies and competition across various market structures, considering externalities and market imperfections.

CO4: Interpret national income accounting, inflation, and deflation trends, and analyze their impact on economic stability and business performance.

CO5: Assess the causes and remedies for balance of payments disequilibrium and interpret business cycles and open-economy interactions for informed decision-making.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO3	PO8	PO21
CO1	2	2			3		3		2
CO2	3	3	2	2	3	3	2	2	3
CO3		3				3			
CO4	3		3	3	3		3	3	3
CO5		3		3	2	3		3	

Course Content

Unit – I: Introduction: Concept, Nature, and Scope; Role and Responsibilities of Business Economist. **Principles of Business Economics:** Opportunity Cost Principle, Incremental Principle, Time Perspective Principle, Discounting Principle, Equi Marginal Principle.

Consumer Analysis: Traditional & Modern approaches (including Social Media's influence) to understand consumer choices and preferences.

Law of Demand and Elasticity: Exploring the law of demand and various types of demand elasticity, including price, income, cross-price, and advertising elasticity; Demand Forecasting.

Unit – II: Production and Cost: Production function; Concept of productivity and technology; Production with one variable input, Returns to scale; Production with two variable inputs; Isoquants, ridge lines; Isoclines; Producer's Equilibrium; Cost function-classification of costs, short run cost functions; Relationship between return to scale and return to a factor; Long run cost functions.

Unit-III: Market Structure Analysis: Analyze different market structures (Oligopoly, Monopolistic Competition) and their impact on pricing and competition.

Pricing Analysis: Analyzing pricing strategies under different market structures.

Externalities: Negative externalities and inefficiency, Positive externalities and Inefficiency.

Unit – IV: National Income: Meaning, Definition – Measurements of National Income - Concepts of National Income -Components of National Income-Problems in Measuring National Income.**Inflation-Deflation:** Causes, Consequences, and Control Measures: Analyzing the causes and consequences of inflation and deflation, along with policies to control them.

Unit – V: Balance of Payments: Concept & Structure of BOP,Causes of Disequilibrium, Measures to Correct disequilibrium in BOP.; **Business Cycle:** Concept, Types, Phases, and Impacts: Examining the nature and dynamics of business cycles and their effects on economic activity, Open economy macroeconomics;

Suggested Readings:

1. G. S. Gupta, Managerial Economics, TMH
2. Joel Dean, Managerial Economics, PHI
3. Baumol, Economic Analysis and Business Decisions.
4. R. L. Varshney and K. L. Maheshwari: Managerial Economics, S. Chand & Sons, Delhi
5. Sharma & Kejrival: Prabhandh Arthshastra

Course Code: COM - 517 - Business Management

Course Objectives :

- To develop an understanding of management concepts, theories, and processes applicable to modern business organizations.
- To analyze the planning and decision-making process, and apply managerial techniques for strategic and operational excellence.
- To understand the principles of organizational structure, culture, authority, and design, emphasizing adaptability and coordination.
- To develop an understanding of leadership, motivation, direction, and communication for effective management.
- To apply modern control techniques and ethical frameworks for performance evaluation, governance, and sustainable management.

Course Learning Outcomes (COs):

CO1: Explain the nature, features, and principles of management and critically evaluate various classical and modern theories of organization and management.

CO2: Apply managerial planning and decision-making models including MBO, MBE, and strategic planning frameworks in business contexts.

CO3: Analyze organizational structures, authority-responsibility relationships, and cultural dimensions to improve organizational design and efficiency.

CO4: Evaluate leadership theories, motivation models, and coordination mechanisms for improving managerial performance and employee engagement.

CO5: Demonstrate the ability to manage communication systems, control processes, and ethical issues using modern tools such as PERT, CPM, and Balanced Scorecard.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO5	PO12	PO22
CO1	2	2		2	3		2	3	
CO2	3		3		3	2	3	3	2
CO3		3		3	3			2	
CO4	3		3	2		3	3		3
CO5		3		3	3	2		3	1

Unit-I: Management-Nature, features of management, Mintzberg's managerial roles, Scientific Management, Classical organization theory, Bureaucracy theory, Hawthorne studies, Quantitative Systems and contingency theory, Contingency variables
Ethical Issues in Management-TBL theory and CSR, Current issues in Social responsibility and ethics, Whistle Blowing, Social media and social responsibility, Social entrepreneurship, Corporate Philanthropy,

Unit-II:Essentials of Planning, Types of plans, Objectives, foundation of planning, Process, MBO,MBE, Strategic planning, Features of strategic planning
Decision Making-meaning, features, process of decision making, Types of decisions, approaches to decision making, Techniques of decision making, Normative and administrative model of decision making ,creativity in decision making, MIS and DSS

Unit – III: Organization-Characteristics, Types of Organization Structures, Team structures, Virtual Organization, telecommuting, Matrix and Project Structures, Mechanistic and organic structures, Elements of Organizational design- Work specialization, Departmentation, Chain of command, Span of control, Centralization and decentralization, formalization, Authority-features, Sources and types of authority, Authority–Responsibility relationship, Organizational Culture, Dimensions, Difference between strong and weak culture, Climate and Culture

Unit – IV: Co-ordination-Meaning, Features, Techniques of Coordination, Principles of coordination, Direction-Principles and components of direction, meaning and functions of supervision; Motivation: need Theories, Two factor, ERG, expectancy Theory, Theory X and Y, Theory Z, Motivation and performance

Leadership-Styles and theories, Transactional vs. transformational leadership

Unit – V: Communication: Process, Channels of Communication, Barriers and methods to overcome barriers of Communication, Transactional analysis, **Control Concept:** Nature and importance, Process of Control and types of Control, Essentials of Effective Control, Personal observation, Budgetary control, Break-even analysis, management audit, Responsibility accounting, PERT CPM, Balanced score card,

Suggested Readings:

1. Business in Box –Ekta Verma, Edwin Corporation, USA
2. Management -S.P.Robbins, Mary Coulter, A.Randel, R Viswanathan, Pearson Publication
3. Management -Wehrich, Cannice and Koontz, PHI
4. Principles of Management- Neeru Vasishth, Taxmann Publications
5. Management – James A.Stoner, Freeman and Gilbert, Pearson

Course Code: COM - 518– International Business

Course Objectives :

- To develop an understanding of the nature, scope, and importance of international business in the era of globalization.
- To familiarize students with the economic environment, policies, and institutions influencing international trade and investment.
- To examine international trade regulations, agreements, and foreign investment frameworks impacting India's position in the global economy.
- To study the role of international monetary institutions and exchange rate systems in facilitating global economic stability.
- To analyze regional economic integrations and emerging global challenges influencing business strategies and policy decisions.

Course Learning Outcomes (COs):

CO1: Explain the nature, importance, and drivers of globalization, and evaluate modes of entry into international business.

CO2: Analyze the impact of global economic policies, WTO principles, and international agreements on trade and business environments.

CO3: Examine India's FDI policies, competition framework, and the implications of FEMA and anti-money laundering mechanisms in global trade.

CO4: Evaluate the role of international monetary systems, institutions, and capital markets in shaping global financial architecture.

CO5: Assess the levels, structures, and functions of regional economic groupings and their influence on global trade dynamics.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO7	PO23
CO1	2	2		2	2	3		2	2
CO2	3		2	3	3	2	2	3	
CO3		3			3		3		3
CO4	3	2	3			3		3	2
CO5		3		1	3		1		3

Course Content

Unit - I : Importance, nature and scope of international business; Globalization; Drivers of globalization; Consequences of globalization; Basic entry decisions with respect to international business; Modes of entry into international business.

Unit – II: Economic Environment and Institutions: Trends and Issues, Current Government Policies – New Industrial Policy, Fiscal Policy, Monetary Policy and FTP Policy; World trade and protectionism; GATT, The Uruguay Round, WTO – importance, trading principles and structure; Important agreements of WTO – Agriculture Agreement; SPS, TBT, GATS, TRIPS etc.; WTO and India.

Unit - III : Competition– Meaning of Competition, Salient Features of Competition Act 2002, **Foreign Investment** -FDI- Meaning and Need, Methods, Policies with regard to FDI, Recent Trends. FEMA- Current Account Transaction, Capital Account Transaction. Money Laundering – Meaning, Process, Impact and Prevention; fraud and Risk Analytics.

Unit - IV International Monetary System- International Economic Institutions - Evolution of international monetary system; types of exchange rate systems in the world; International economic institutions - IMF, World Bank, UNCTAD; International money and capital markets

Unit - V : Regional Economic Groupings in Practice: Levels of regional economic integration - Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of some important regional economic arrangements like EU and NAFTA, ASEA, SAARC.

Suggested Readings:

1. Business in Box –Ekta Verma, Edwin Corporation, USA
2. Cherunilam Francis: Business Environment, Himalayan Pub. House
3. Aswathappa K.: Legal Environment of Business, Himalaya Publication,
4. Adhikary M.: Economic Environment of Business, Sultan Chand & Sons,
5. Branson William H.: Macro Economic Theory and Policy, West Press
6. Dornbusch R., and Fischer S.: Macro Economic Tata McGraw
7. Alagh Yoginder K.: Indian Development Planning and Policy, Vikas Publication,

Course Code: COM – 519 – Business Statistics

Course Objectives

- To develop a solid understanding of the principles and applications of business statistics for managerial and economic decision-making.
- To enable students to apply correlation, regression, and probability theories for analyzing business data.
- To familiarize learners with theoretical frequency distributions and hypothesis testing for statistical inference.
- To provide knowledge of forecasting methods and vital statistics relevant to business and economic planning.
- To train students in sampling, statistical quality control, and use of data tools for effective business problem-solving.

Course Learning Outcomes

CO1: Explain the concepts of correlation and regression, and apply simple, partial, and multiple regression analysis for business decision-making.

CO2: Apply probability theorems and theoretical frequency distributions (Binomial, Normal, Poisson) to model business and economic problems.

CO3: Analyze association between attributes and perform Chi-square tests for testing hypotheses and drawing statistical inferences.

CO4: Evaluate forecasting techniques, life tables, and vital statistics for analyzing demographic and business trends.

CO5: Apply sampling methods, hypothesis testing, t-tests, and statistical quality control techniques to ensure accuracy and reliability in data-based decisions.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO6	PO14
CO1	2	2	3	2	2	3		1	2
CO2	3	2	2	3	3	2	2		1
CO3		3			3		1	2	
CO4	3		3	3		3		1	3
CO5		3	1		3		3	3	3

Unit - I

a. Regression Analysis: Regression Equations, Regression Coefficients.

b. Multiple Correlation and Multiple Regression Analysis: Partial Correlation, Coefficient of Multiple Correlation, Multiple Regression Analysis.

Unit - II

a. Theoretical Frequency Distributions: Binomial, Normal and Poisson Distribution.

b. Probability Theory: Addition and Multiplication Theorems of Probability, Application of Addition Theorem, Multiplication Theorem, Bayes' Theorem.

Unit - III

a. Association of Attributes: Theory of Association, Criterion of Independence, Coefficient of Association, Partial Association, Illusory Association, Consistency of Data, Contingency.

b. Chi-square Test: Methods and Uses.

Unit -IV

a. Business Forecasting: Elements, Importance, Limitations and Theories of Business Forecasting.

b. Vital Statistics: Meaning, Definition, Importance, Utility, Measurements of Mortality, Life Table, Measurement of Fertility, Population Growth.

Unit - V

a. Sampling: Hypothesis Testing, Standard Error, Sampling of Attributes, Sampling of Variables – Large and Small Sample, t-test, Partial Comparison Test.

b. Statistical Quality Control: Meaning, Definition, Origin, Control Charts.

Suggested Readings:

1. Goode and Hatt: Methodology of Social Sciences Research,
2. Roy, Ramendu, Principle of Statistics, PrayagPustak, Allahabad
3. Gupta, S. P.: Statistical Methods, Sultan Chand
4. Kothari, C. R.: Research Methodology, New Age Publication, New Delhi
5. Roy, Ramendu: SankhikiKeSiddhant ,Prayag PustakBhawan, Allahabad
6. Shukla &Sahai: SankhikiKeSiddhant ,SahityaBhawan

M. Com. Third Semester

Course Code: COM – 607 – Insurance Management

Course Objectives

- To acquaint students with the fundamentals of insurance policies, clauses, and procedures in India.
- To explain the process of risk assessment, underwriting, and management of sub-standard lives in insurance.
- To familiarize students with key government insurance schemes and their implementation mechanisms.
- To impart knowledge about the principles and functioning of health, life, and motor insurance policies.
- To enable students to analyze the regulatory framework, market structure, and claim settlement procedures in the Indian insurance industry.

Course Learning Outcomes (COs)

CO1: Understand the structure and components of insurance policies, including clauses, conditions, and procedures for issuance, renewal, and cancellation.

CO2: Analyze risk selection and underwriting practices, including the treatment of sub-standard and Divyang lives.

CO3: Evaluate government insurance schemes such as Pradhan Mantri Suraksha Bima Yojana, Fasal Bima Yojana, and Jeevan Jyoti Bima Yojana.

CO4: Examine the principles and regulatory framework governing life and health insurance, including the role of IRDA and Third-Party Administrators (TPAs).

CO5: Apply theoretical knowledge to motor insurance policies and claim settlement procedures in light of the Motor Vehicles (Amendment) Bill, 2022.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO6	PO21
CO1	3	2	3	1			2	2	1
CO2		1	3		2	3	3	3	
CO3	2		1	3	2	3			3
CO4	3	3	3	3			3	3	2
CO5		3			3	3	3		3

Unit – I:

The Insurance Policy: Components of the Policy, The Heading, The Preamble, Schedule, The Insuring Clause, Exclusions, Excluded Perils, Un-insurable Perils; Policy Conditions: Express and Implied Conditions, Notice, Proof and Appraisal of Loss, Cancellation of Policy, Pro-rata Clause, Renewals, Non-payment of Premiums, Issue of Policy, Lost Policies, Insurance lapses

Unit – II:

Underwriting the Risk: Factors considered for Selection of Risk, Insurance of Sub-Standard (DIVYANG) Lives, Factors Contributing to Sub-Standard Lives, Methods of Treating Sub-Standard Risks.

Unit – III: Schemes of Insurance:

Pradhan Mantri Suraksha Bima Yojana
Pradhan Mantri Fasal Bima Yojana ,Pradhan Mantri Jeevan Jyoti Bima Yojana

Unit – IV: Health and Life Insurance Jeevan Arogya, Functioning of Third-Party Administrators, IRDA Regulations for TPAs, Mediclaim – Terms and Conditions. Indian life insurance market, Principles of life insurance, Classification and Features of Life Insurance, Trends in life insurance distribution channels.

Unit – V: Motor Insurance :Principles of Motor Insurance, Types of motor vehicles, Types of Motor Insurance Policies, Conditions of Motor Insurance Policies, Procedure of Motor Insurance, Necessity for compulsory third-party insurance, Settlement of Claims under Motor Insurance, Motor Accident Claims Tribunals, The Motor Vehicles (Amendment) Bill, 2022

Suggested Readings:

1. Verma Ekta: Insurance Management, Edwin Publishers, USA
2. Khan Arif M.: *Theory and Practices of Insurance*, Educational Book House, Motihar M.: *Principle and Practices of Insurance*, Sharda Pustak Bhawan, Huebner, S. S.: *Life Insurance*, Appletion – Century-Crofts, Inc (NY)
3. Mishra M.N., and Mishra S.B.: *Insurance Principles And Practice*, Sultan Chand & Sons,

Course Code: COM – 608 - Security Analysis and Portfolio Management

Course Objectives

- To develop an understanding of investment avenues and the functioning of security markets.
- To enable students to analyze securities using fundamental and technical analysis tools.
- To explain the concept of risk and return and their relationship in portfolio construction.
- To provide an understanding of modern portfolio theories and asset pricing models.
- To equip students with the ability to evaluate portfolio performance using different performance measures.

Course Learning Outcomes (COs)

CO1: Understand the structure of security markets and evaluate risk-return trade-offs, asset allocation, and diversification principles.

CO2: Apply fundamental and technical analysis techniques, including economic, industry, and company analysis, as well as chart patterns and indicators.

CO3: Analyze market efficiency through the Efficient Market Hypothesis and apply modern portfolio theory including the Markowitz model for portfolio optimization.

CO4: Apply asset pricing models such as the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT) to assess securities and portfolio performance.

CO5: Evaluate portfolio performance using risk-adjusted measures like Sharpe, Treynor, Jensen, and Fama indices, and compare traditional, modern, and behavioral portfolio theories.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO6	PO21
CO1	2	2	3		1	2		2	1
CO2	3	3	2	2		1	3	3	
CO3		3		1	2		2		3
CO4	3		3	3	1	3	3	3	3
CO5		3		3	3	3		3	

Unit - I: Introduction: Overview of Security Market, Measures of risk and return; historical returns and associated risk measures. The relationship between risk and return. Stock Value & Returns – Time Preference for Money, Importance of asset allocation and diversification.

Unit – II: Approaches to Security Analysis: Fundamental Analysis: Economy, Industry and company analysis.

Technical Analysis: Technical Analysis: Meaning and Significance of Technical Analysis; Fundamental Analysis vs. Technical Analysis. Volume and Price Indicators. Charts Patterns and their interpretations. Dow Theory, Movements, Elliott Waves and Fibonacci Numbers.

Unit – III: Efficient Market Hypothesis: Weak, Semi-strong and Strong Market; Testing of Different Forms of Market Efficiency. Implications of efficient capital markets. Portfolio Theory Portfolio Risk and Return, Effects of combining securities-Markowitz Model- Return optimization.

Unit – IV: Capital Asset Pricing Model (CAPM) -Capital market line, Security market line; Risk free lending and borrowing, Arbitrage Pricing Theory.

Unit-V: Portfolio Performance Evaluation & Revision – Risk Adjusted measures of PerformanceEvaluation (Sharpe, Treynor, Jensen and Fama), Market Timing, Evaluation Criteria and Procedures. Traditional Portfolio Theory vs. Modern Portfolio Theory vs. Behavioural Portfolio Theory

Suggested Readings:

- 1 Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI,.
- 2 Bhalla, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand,
- 3 Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey.
- 4 Pandian, Punithavathy, Security Analysis and Portfolio Management, Vikas Publication.
- 5 . Elton, Edwin J and Gruber, martin J. : Modern Portfolio Theory and Investment Analysis, John Wiley,
- 6 Chandra ,P. : Investment Analysis & Portfolio management, Himalaya Publication New Delhi.
- 7 Khatri, Dhanesh., Security Analysis and Portfolio Management, Macmillan, New Delhi

Course Code: COM – 609 – Financial Services

Course Objectives:

- To acquaint students with the concept, scope, and regulatory framework of financial services in India.
- To develop understanding of merchant banking operations, issue management, and other related financial services.
- To analyze alternative investment mechanisms like venture capital, angel funds, and collective investment schemes.
- To explain the functioning and importance of credit rating, factoring, forfaiting, and their role in financial decision-making.
- To provide knowledge about mutual funds, depositories, and their contribution to the capital market and investor protection.

Course Learning Outcomes (COs)

CO1: Understand the concept, nature, and regulatory framework of financial services and evaluate their significance in the Indian financial system.

CO2: Examine the functions and responsibilities of merchant bankers, underwriters, and portfolio managers in issue management.

CO3: Analyze alternative investment avenues like venture capital funds, angel funds, and collective investment schemes with respect to SEBI regulations.

CO4: Evaluate the working of credit rating agencies, factoring, and forfaiting and their impact on business financing.

CO5: Understand mutual fund operations and the role of depositories in securities markets, and assess their contribution to capital market efficiency.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO18	PO21
CO1	1	2	3		1	2	2	3	2
CO2	3		2	2		1	3	3	
CO3		1		1	2	3			3
CO4	3	3		3	1		3	3	
CO5		3	2	3	3		1	3	3

Course Content

Unit I: Introduction To Financial Services Financial Services: Concept, Nature, Advantages and Scope of Financial Services. Regulatory Frame Work of Financial Services. Growth of Financial Services in India, Non-banking Financial Corporation- Concept, Functions, Registration

Unit II: Merchant Banking – Meaning, Types – Responsibilities of Merchant Bankers, – Role of Merchant Bankers in Issue Management, Pre and Post – Regulation of Merchant Banking in India. Other financial services related to issue - Underwriters, Banker to an issue, Share Transfer Agent Services, Portfolio Managers, Debenture Trustees, Stock Broker and Sub Brokers.

Unit III: Alternative Investment Funds (AIFs) Venture Capital Funds (VCFs), Angel Funds, Categories of AIFs, registration, Investment in Angel Funds and Investment by Angel

Funds Collective Investment Schemes – concept and Overview, Conditions for Eligibility, Registration procedure, Obligations of CIMC.

Unit IV: Credit Rating, Factoring & Forfaiting in finance **Credit Rating-** Meaning, Regulatory Functions, Credit Rating Agencies - CRISIL, ICRA and CARE, Rating Process and Methodology, Rating Symbols and Grades

Factoring and Forfeiting: Types of Factoring Arrangements. Factoring in the Indian Context. Factoring v/s Forfaiting, Working, Benefits and Drawbacks of Factoring.

Unit V: Mutual Funds and Depositories: Mutual Funds – Concept, Objectives, Role in capital market, Advantages, Schemes, Risk involved in mutual funds, NAV, Mutual Fund Cost, Transaction Cost, Asset Management Company, ETF.

Depositories–Introduction, Benefits, Overview, Models, Dematerialisation, Dematerialisation, Depository Participants, Eligibility Conditions for Depository Services, Rights of Depositories, BSBA (Basis Services Demat Account)

Suggested Readings

- 1 Bhole & Mahakud .Financial Institutions and Market. McGraw- Hill Company,
- 2 2. V.A.Avadhani. Marketing Of Financial Services. Himalayas Publishers, Mumbai.
- 3 DK Murthy, and Venugopal. Indian Financial System. I K International Publishing House.
- 4 Anthony Saunders and MM Cornett. Financial Markets & Institutions. McGraw- Hill Company,.
- 5 Agarwal O. P Environment And Management of Financial Services. Mumbai Himalaya.
- 6 Batra G. S. Financial Services: New Innovations .New Delhi, Deep & Deep
- 7 Khan M. Y. Financial Services. New Delhi, McGraw-Hill.
- 8 Mantravadi P. Financial Services.

Finance (F) Group Courses:

Course Code: COM – 663 – International Finance

Course Objectives

- To provide an in-depth understanding of the evolution, structure, and functioning of the international monetary and financial systems.
- To familiarize students with international financial markets and instruments used for global capital mobilization.
- To develop analytical insight into the Balance of Payments (BOP) framework and foreign exchange market operations.
- To explain the mechanisms of exchange rate determination and evaluate key theories governing exchange rate movements.
- To enable students to identify, measure, and manage foreign exchange exposure in international business operations.

Course Learning Outcomes (COs)

CO1: Explain the evolution of the international monetary system and analyze the role of global institutions like the IMF and World Bank in international finance.

CO2: Evaluate major international financial instruments such as ADRs, GDRs, Euro Bonds, and ECBs, and their role in cross-border financing.

CO3: Analyze the structure and components of the Balance of Payments (BOP) and assess policies to correct disequilibrium.

CO4: Interpret exchange rate systems, factors affecting them, and theories like Purchasing Power Parity (PPP), Balance of Payment Theory, and International Fisher Effect.

CO5: Identify types of foreign exchange exposures and apply appropriate hedging and management strategies for minimizing risk in global operations.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO16	PO21
CO1	3	2	1		2	1		2	2
CO2		2	1	2		3	3	3	
CO3	2	1			2				3
CO4	3	2	3	3		3	3	3	
CO5			3	3	3		1	3	3

Course Content

Unit – I

Evolution of the International Monetary System, Bimetallism, Gold Standard, Bretton Woods System, Flexible Exchange Rate Regime and Current Exchange Rate Arrangements; International Financial System: Introduction; Elements; IMF, World Bank.

Unit – II

International Financial Market Instruments: ADR, GDR, IDR; External Commercial Borrowing – Concept, Framework; Loan Syndication; Euro Bond; Foreign Bond; Global Bonds, Floating rate bonds, Zero coupon Bonds; Euro Loan.

Unit- III: Balance of Payments and Foreign Exchange Market: BOP – Concept, Components; Disequilibrium of BOP – Concept and Significance; Correction of Disequilibrium – Devaluation, Deflation, Exchange Control, Trade Control; Foreign

Exchange Market – Features, Functions, Structure, Participants; Management of Foreign Exchange in India

Unit – IV: Foreign Exchange Rate: Fixed and Floating; Exchange Rate Quotes; Spot and Forward Exchange Rate; Factors affecting Exchange Rate; Determination of Exchange Rate – Balance of Payment Theory and Purchasing Power Parity Theory; International Fisher Effect.

Unit – V: Foreign Exchange Exposure and Management: Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposure.

Suggested Reading:

1. Shaprio, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Yadav, Surendra S, P. K. Jain and Max Peyrard: Foreign Exchange Markets, Mac Million, New Delhi
5. Sharan, V.: International Financial Management, PHI, New Delhi
6. Jeevanandam, C.: Foreign Exchange- Practices, Concepts & Control, Sultan Chand & Sons, New Delhi

Course Code:COM – 664 – Financing of Micro, Small and Medium Enterprises

Course Objectives

- To acquaint students with the evolution, characteristics, and economic significance of MSMEs in India.
- To enable understanding of the institutional and policy framework supporting MSMEs, including financial and regulatory bodies.
- To develop analytical skills to evaluate financing options, credit risk assessment, and lending practices for MSMEs.
- To provide insights into cluster development strategies, technological modernization, and sustainability issues.
- To impart knowledge of microfinance linkages, relationship banking, and rehabilitation mechanisms for MSME sustainability.

Course Learning Outcomes (COs)

CO1: Explain the evolution, characteristics, and role of MSMEs in India's economic development and analyze related policy frameworks and regulatory acts.

CO2: Evaluate various sources and methods of financing MSMEs, including venture capital, quasi-capital, and institutional funding from SIDBI, RRBs, and cooperative banks.

CO3: Analyze MSME credit risk assessment frameworks, including credit rating mechanisms, credit guarantee schemes, and performance monitoring.

CO4: Examine cluster development models, technological upgradation programs, and sustainability strategies for enhancing MSME competitiveness.

CO5: Assess microfinance linkages, relationship banking, and globalization impacts, and propose strategies for rehabilitation and restructuring of sick MSMEs.

Mapping of Course Outcomes (

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO6	PO21
CO1		2		3	2			2	3
CO2	2		1	2	3	3	3		
CO3	2	1			2	2		2	1
CO4	3	2	3	3		3	3		3
CO5		3	3	2			1	3	

Course Content

Unit – I : MSMEs: Evolution, Definition of MSMEs ,Characteristics and Role in Economic Development Problems of MSMEs in India ; Regulatory Framework – MSME Act 2006; LLP Act; Present policy Framework.

Institutional Framework: Central and State Government (NIMSME, MIESBUD, SIDO, SISI, NSIC, DICs etc) - Financial Institutions & Banks: SIDBI, Commercial Banks, RRBs and Co-op. Banks.

Unit – II: Sources and Methods of Financing MSMEs: Quasi capital, Own money and its relevance in business , Venture Capital, Hybrid Capital; Existing MSME Loan Products and their nature, Common Guidelines/Instructions for Lending to MSME Sector, Factoring. Assessment of term Finance/working Capital for MSMEs Credit Risk Management of MSMEs: The credit assessment, Costs and Risks specific to MSME Lending, Risk rating, Follow up, Monitoring and Review of Lending; Role of Credit Guarantee Fund Trust for

Micro and Small Enterprises (CGTMSE), Small and Medium Enterprises Rating Agency (SMERA).

Unit –III: Structure approach to financing MSMEs and Business Development Service

Providers: Daheja Committee, Chore Committee, Tandon Committee Role & Responsibilities, Sectoral developments, technological Development in MSMEs; Environmental Impact Assessment, Modernization issues (technological and quality up-gradation), R&D, ICT, Technology adoption.

Unit–IV: Clusters & Cluster Development: Concept, Cluster Development Strategy: Strengthening of Linkages, Innovative Product Development, Institutional Capacity Building, UNIDO Cluster Development Programme; Importance of MSME Clusters in India, Cluster Development in India.

Unit –V: Micro Finance Approach to SMEs: Linkages with Agriculture and Industry IT and MSMEs; Relationship Banking and its impact in MSMEs Development; WTO issues, impact on MSMEs –Globalization issues, intermediation opportunities and Emerging issues affecting MSMEs, MSMEs Rehabilitation: Sickness Symptoms, diagnosis and prescriptions, restructuring, NPA Management.

Suggested Readings:

1. Micro, Small and Medium Enterprises in India, IIBF, Taxmann.
2. Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH.
3. M.B. Shukla: Entrepreneurship and Small Business Management

Human Resource Management (H) Group Courses:

Course Code: COM – 665 –Talent and Competency Management

Course Objectives

- To understand the concept, scope, and need of talent management and its role in organizational success.
- To familiarize students with the process of talent acquisition, selection, and integration using modern technological tools.
- To equip students with knowledge of designing training, development, and reward strategies to retain and nurture talent.
- To explain the relationship between competence and performance and the role of competency-based management systems.
- To enable students to map, assess, and apply competency frameworks for enhancing employee and organizational performance.

Course Learning Outcomes (COs)

CO1: Explain the concept, importance, and process of talent management and distinguish between talent, skill, and knowledge.

CO2: Evaluate talent acquisition and recruitment processes, including employer branding, technological tools, and selection systems.

CO3: Design effective training, development, and reward systems for integrating, developing, and retaining talent in organizations.

CO4: Analyze the relationship between competence and performance, and apply principles of competency-based performance management.

CO5: Apply competency mapping processes and tools to identify, assess, and enhance individual and organizational competencies.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO12	PO20
CO1	1		2		3		2		2
CO2	2	2		1	2	2		2	
CO3	2	2	1			2	1	2	1
CO4	3	3	2	3	3	3	2	3	2
CO5			3	3	2		3		3

Course Content

Unit I:Talent Management- Concept and Overview, Scope and Objectives; Need for Talent Management; Difference between Talent, Skill, and Knowledge; Key Processes of Talent Management.

Unit- II:Talent Acquisition: Concept of talent acquisition; Sources of Talent, Recruitment-Types and Process, Employer brand; Selection methods and process; Induction, Role of technology in recruitment and selection

Unit: III Integrating and DevelopingTalent:Training and Development- process and methods; Designing Reward Policy and Strategies; Retaining talent, counselling.

Unit: IV Managing Competencies: Concept of Competence, Need for Competencies, Competence and performance: competency based performance management; Developing competencies in employees

Unit: VCompetency Mapping: Meaning, objectives and need for competency mapping; Process and tools of competency mapping; Uses of competency mapping

Suggested Readings:

1. Rao, T.V.: Hurconomics for talent management: Making the HRD Missionary Business-Driven, Pearson Education.
2. Berger, L. A. and Berger, D. R.: *The Talent Management Handbook*, McGraw-Hill Education
3. Shukla, R., Talent management: Process of Developing and Integrating Skilled Worker, Global India Publications, New Delhi.
4. Hasan, M., Singh, A. K., Dhamija, S. (eds.): Talent Management in India: Challenges and Opportunities, Atlantic Publishers & Distributors.
5. Pilbeam, Stephen and Corbridge, Marjorie: People Resourcing and Talent Planning: HRM in practice, 4/E, Pearson Education
6. Gupta, BL: Competency Framework for Human Resources Management, Concept Publishing
7. Dubois, David D. and Rothwell, William J.: Competency-Based Human Resource Management: Discover a New System for Unleashing the Productive Power of Exemplary Performers, Davies Blach Publishing, California
8. Castellano, William G: Practices for Engaging the 21st Century Workforce: Challenges of Talent Management in a Changing Workplace, Pearson FT Press

Course Code: COM – 666: Organisational Change Management

Course Objectives

- To understand the concept, nature, and need for organizational change in dynamic business environments.
- To identify internal and external forces that drive organizational change and the challenges associated with resistance.
- To provide students with the knowledge of different models, tools, and techniques for managing planned and unplanned change.
- To encourage creativity and innovation as integral parts of organizational change and competitiveness.
- To familiarize students with organizational development processes and the role of change agents in implementing successful transformation initiatives.

Course Learning Outcomes (COs)

CO1: Explain the concept, importance, and need for organizational change and analyze external and internal forces influencing change.

CO2: Differentiate between types of change and evaluate strategies to overcome resistance to change in organizational contexts.

CO3: Apply and compare organizational change models such as Lewin's, McKinsey 7-S, Kotter's, and Burke–Litwin in practical business scenarios.

CO4: Demonstrate understanding of creativity and innovation processes and their role in facilitating effective change.

CO5: Examine the concept and process of Organizational Development (OD) and analyze the role and characteristics of a change agent in managing transitions.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO12	PO22
CO1	2		3		2	2		2	3
CO2		1	2	2			1		2
CO3		3		2	1	2		3	
CO4	3	2	3	3	2	3	3		3
CO5	3		2			3	3	3	2

Course Content

Unit I: Organizational change: Concept of Need for organizational change; Forces for organizational change- external factors, internal factors;

Unit II: Types of change-planned change, unplanned change; Managing resistance to change-reasons for resistance to change; overcoming resistance to change – strategies

Unit III: Models of Organizational Change: Lewin Model of Organization change, McKinsey 7 S Model, Kotter's Model ,Burke – Litwin Model

Unit IV: Creativity and innovation: Concept of creativity; techniques of creativity- brainstorming, mind mapping; characteristics of creative personality; Concept of innovation; need for innovation in business organisations

Unit V: Organisation development (OD): Concept; Need for OD; OD Process, Diagnosing organizational problems, Interventions- Concept and nature; Role and characteristics of change agent

Suggested readings:

1. Singh, K. (2010). Organisation Change and Development. New Delhi: Excel Books
2. Cummings, T.G. and Worley, C. G. (2009). Organization Development and Change. Canada: South –Western Cengage Learning.
3. French, W. L., Bell, C.H. (2008). Organization Development, 6/E. New Delhi; Pearson.
4. Pathak, H. (2010). Organisational Change, pearson: New Delhi
5. Neelkant, V. and Ramnarayan, S. (2007). Change Management, New Delhi : Response Books
6. Sharma, R. (2012) Change Management and Organisational Transformation. New Delhi:

Marketing (M) Group Courses:

Course Code: COM – 667 – Theory and Practice of Marketing

Course Objectives

- To understand the core concepts, scope, and evolution of marketing philosophies in the modern business world.
- To analyze market segmentation, product life cycle, and new product development processes for effective marketing decision-making.
- To explore pricing and distribution strategies in relation to competition, demand, and market dynamics.
- To understand various promotional tools and their role in integrated marketing communication and sales management.
- To evaluate the ethical, legal, and social dimensions of marketing with a focus on service, international, and green marketing practices.

Course Learning Outcomes (COs)

CO1: Explain the fundamental concepts, scope, and evolution of marketing, and apply the marketing mix framework to business scenarios.

CO2: Analyze segmentation bases, product life cycle stages, and factors affecting branding, packaging, and new product development.

CO3: Evaluate pricing objectives, methods, and channel management decisions for effective market distribution and competitiveness.

CO4: Design integrated promotional strategies using advertising, sales promotion, and public relations while understanding marketing research methods.

CO5: Assess the ethical, social, and legal aspects of marketing and apply concepts to service, international, green, and digital marketing contexts.

Mapping of Course Outcomes (1–3 Scale)

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO5	PO6	PO21
CO1	2	2		2		2		3	2	
CO2			1		1		1	2		1
CO3	2		3		3		3		1	3
CO4	3	3	2	3	2	3	2	3	3	2
CO5	3	3		3		3		2	3	

Unit: I: Marketing: Concepts, scope of Marketing, Major market forces, Concept of holistic marketing, evolution of marketing philosophies, Product, selling, marketing, market value concept, Marketing Mix.

Unit: II : Market Segmentation: Concept, Objectives, Bases for segmentation, **Product:** Factor Affecting PLC, Marketing Strategies during PLC, Product levels, Stages of New Product Development; Failure of New Product. **Product Identification:** Branding, Packaging, Labeling.

Unit: III: Pricing: Defining the pricing objective, determining demand, analyzing competitors' prices, selecting a pricing method, setting the final price, product –mix pricing

Distribution: Role of distribution channels, Distribution channel functions, Channel levels, Multichannel distribution, Channel management decision

Unit: IV: Promotion: Advertising, Public relations, Personal selling, Direct marketing, designing the sales force, sales force structure.

Marketing Research: Objectives and Scope; Procedure and Limitation of Marketing Research.

Unit: V: Marketing Control: Concept, Objectives, Need and techniques of Marketing Control. Social, Ethical and legal aspects of marketing, Marketing of Services, International Marketing, Green Marketing, Cyber Marketing.

Suggested Readings:

1. Philip Kotler: Marketing Management
2. Philip & Duncan: Marketing Principles and Methods
3. Ramaswamy, V.S. and Namkumari: Marketing Management –Planning Control
4. Donald, S. Tull and Well, I.Z. Hawkins: Marketing Research
5. Sarita Maxwell and Ekta Verma : Marketing Management,
6. Johri, Lalit, M.: International Marketing – Strategies for Success

Course Code: COM – 668: Rural and Agricultural Marketing

Course Objectives

- To provide conceptual knowledge of rural and agricultural marketing and its role in economic development.
- To familiarize students with rural consumer behavior, segmentation strategies, and corporate rural marketing initiatives.
- To understand the characteristics, defects, and reforms of agricultural marketing and the importance of cooperative marketing.
- To analyze the marketing practices for agricultural inputs and outputs, including seeds, fertilizers, and major crops.
- To study the functioning and significance of agricultural marketing institutions such as NAFED, NCDC, TRIFED, and FCI.

Course Learning Outcomes (COs)

CO1: Explain the concepts, features, and significance of rural marketing and evaluate strategies and challenges in reaching rural consumers.

CO2: Analyze rural market segmentation and examine rural marketing initiatives by major Indian corporates like HUL, ITC, Dabur, and Patanjali.

CO3: Understand and assess agricultural marketing systems, cooperative marketing structures, and their role in improving farmers' income.

CO4: Apply marketing principles to agricultural inputs and outputs and evaluate the supply chain of key agricultural commodities such as wheat, paddy, and sugarcane.

CO5: Evaluate the roles, objectives, and performance of major agricultural marketing institutions including NAFED, NCDC, TRIFED, and FCI in India.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO5	PO6	PO21
CO1	2	2	2	3			2	1	2	
CO2		3		3	1	1				1
CO3	2	2	2		3	2		2		3
CO4	3		2		3	3	3	3	3	2
CO5	3		3		3		3	3	3	

Unit-I: Rural Marketing: Concept; Features; Significance; Strategies to Approach Rural Markets of India; Difficulties in Rural Marketing.

Unit-II: Rural Market: Meaning; **Rural Market Segmentation** – Demographical, Occupational and Sociological, Rural Marketing Initiatives taken by Corporate Sectors in India: HUL, ITC, DABAR and PATANJALI.

Unit-III: Agricultural Marketing: Concept; Classification of Agricultural Goods; Characteristics and Marketing Methods of Agricultural Products in India; Defects of Agricultural Marketing in India, Steps for Improvement.

Cooperative Marketing: Meaning; Need; Objectives; Features of Agricultural Marketing Co-operatives; Structure; Functions; Advantages and Limitations.

Unit-IV: Marketing of Agricultural Inputs: Concept, Classification of Agricultural Inputs, Marketing of Seeds, Marketing of Fertilizer, Marketing of Pesticides.

Marketing of Agricultural Produce: Wheat & Paddy Marketing, Sugarcane Marketing.

Unit-V: Agricultural Marketing Institutions in India: **NAFED:** Membership, Objectives, Activities; **NCDC:** Objectives and Activities; **TRIFED:** Objectives and Activities, **FCI:** Objectives Functions and Working.

Suggested Readings:

1. Kolkarni: Agriculture Marketing in India.
2. Hussain: Agriculture Marketing in India.
3. Rura Ashok: Indian Agricultural Economics; Myth and Reality.
4. Gopala Swamy, T.P.: Rural Marketing Environment.
5. Kohls: Marketing of Agriculture Produce.
6. C.B. Mamoria&Dr. B.B. Tripathi – Agricultural Problems of India.
7. Acharya & Agarwal - Agricultural Marketing in India.