

DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY
Chhatrapati Sambhajnagar.



CIRCULAR /SU/CM/NEP PG-II Year/22/2024

It is hereby inform to all concerned that, on the recommendation of the Dean, Faculty of Commerce & Management; **the Academic Council at its meeting held on 08.04.2024 has accepted the “following Revised Curriculum at PG Level as per National Education Policy-2020” for all concernerd affiliated colleges** under the Faculty of Commerce & Management.

Sr.No.	Courses	Semester
1	M.Com.	IIIrd & IVth
2	MPM	IIIrd & IVth

This is retrospective effect from the Academic Year 2024-25 and Onwards as per appended herewith.

All concerned are requested to note the contents of this circular and bring notice to the students, teachers and staff for their information and necessary action.

University Campus,
Aurangabad-431 004.

REF.NO. SU/COM/2024-25/ 2774-83

Date:- 04-07-2024.

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*Deputy Registrar,
Academic Section
Syllabus unit.*

Copy forwarded with compliments to :-

- 1] **The Principal all concerned affiliated colleges, Dr. Babasaheb Ambedkar Marathwada University.**
 - 2] **The Director, University Network & Information Centre, UNIC, with a request to upload this Circular on University Website.**
- Copy to :-**
- 1] The Director, Board of Examination & Evaluation,
 - 2] **The Section Officer, [B.Com. Unit] Examination Branch,**
 - 3] The Section officer, [Eligibility Unit],
 - 4] **The Programmer [Computer Unit-1] Examinations,**
 - 5] **The Programmer [Computer Unit-2] Examinations,**
 - 6] The In-charge, [E-Suvidha Kendra], Rajarshi Shahu Maharaj Pariksha Bhavan, Dr. Babasaheb Ambekar Marathwada University.
 - 7] The Public Relation Officer,
 - 8] The Record Keeper.

**DR. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



Curriculum of

CREDIT DISTRIBUTION SYLLABUS FOR

TWO YEAR/ONE YEAR PG AS PER NEP

M.COM. AND PH.D. PROGRAM

IIIRD TO IVTH SEMESTER

APPLICABLE FOR AFFILIATED COLLEGES

under NEP 2020

[Effective from the Academic Year 2024-25 & onwards]

M.COM-III SEMESTER

COM/D/MAN/517: BUSINESS ENVIRONMENT

Total Credits: 04
Maximum Marks: 100

Total Contact Hours: 60 Hrs
UA: 60 CA: 40

Learning Objectives of the Course:

- i) To equip students with elements of business environment.
- ii) To enable students identify economic environment of business.
- iii) To help students understand the political and legal environment of business.
- iv) To acquaint students with impact of socio-cultural and international environment of business.
- v) To provide students deeper insights in present status of Indian technological environment.

Course Outcomes (COs):

After completion of the course, students will be able to-

- i) Understand the role and relevance of business environment.
- ii) Identify factors leading to economic environment of business.
- iii) Determine the impact of political and legal environment on business decisions.
- iv) Identify the socio-cultural and international environmental factors
- v) Analyse the technological environment for business in India.

Module No.	Topics/actual contents of the syllabus	Contact Hours
I	Introduction to Business Environment Concept, Significance and nature of business environment; Elements of business environment -internal and external, Environmental analysis- Environmental forecasting- Changing dimensions of business environment. Liberalisation, Privatisation and Globalisation.	12Hrs
II	Economic Environment of Business : significance and elements of economic Environment, economic systems and business environment, Economic planning in India, Government policies - Industrial policy, licensing policy, fiscal policy, Monetary policy, Foreign Trade Policy and EXIM policy, Public sector and economic development, Economic reforms	12Hrs
III	Political and Legal Environment of Business : Political environment and its impact on business policy. Critical elements of political environment, Government and business. Social responsibilities of business and role of government. Legal environment, Changing dimension of legal environment in India, M.R.T.P. Act, FEMA & Licensing policy. Sale	12Hrs

	of Goods Act. Consumer Protection Act, Consumerism in India	
IV	Socio, Cultural Environment : Critical elements of social cultural environment. Social institutions and systems, Social values and attitudes, Social groups middle class. Dualism in Indian society & problems of uneven income distribution. Rural Developments, Emerging rural sector in India, Problems and prospects of agricultural and its allied sectors. Social responsibilities of business.	12Hrs
V	International & Technological Environment : Multinational corporations, Foreign collaboration and Indian business. Nonresident Indians & corporate sector. International economic institutions- World Trade Organization, World Bank, Int'l Monetary Fund and their importance to India. Foreign trade policies, impact of rupee devaluation. Technological environment of India. Policy on research and development, patent laws, technology transfer.	12Hrs
Text Books: 1. Francis Cherunilam, Business Environment Text and Cases, Himalaya Publishing House, Text and Cases, Himalaya Publishing House, 2014. 2. Aswathappa K, Essentials of Business Environment, Himalaya Publishing House, 2014. 3. Business Environment, Dr.Syed Azharuddin, Dr.WalmikSarwade		
Reference Books: 1. Veena Keshav Pailwar, Business Environment, Prentice Hall of India Private Limited, 2014. 2. Justin Paul, Business Environment: Text and Cases, Tata McGraw-Hill Publishing Company Limited, 2008. 3. Sukumar Nandi, International Business Environment, McGraw-Hill Education Company Limited, 2010. 4. Fernando A.C, Business Environment, Dorling Kindersley India Pvt. Ltd, 2011. 6. Ian Worthington and Chris Britton, The Business Environment, Pearson Education Limited, 2014.		





COM/MAN/519
MAJOR- STRATEGIC MANAGEMENT

Total Credits: 04

Total Contact Hours: 60 Hrs

Maximum Marks: 60

Learning Objectives of the Course:

- 1) To expose students to various perspectives and concepts in the field of Strategic Management
- 2) The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- 3) To help students develop skills for applying these concepts to the solution of business problems
- 4) To help students master the analytical tools of strategic management

Course Outcomes (Cos)

After completion of the course, students will be able to-

- 1) Understand the basic concepts and principles of strategic management analyse the internal and external environment of business
- 2) Develop and prepare organizational strategies that will be effective for the current business environment
- 3) Devise strategic approaches to managing a business successfully in a global context

Module No	Topics/actual contents of the syllabus	Contact Hours
1	Unit 1 : Introduction to Strategic Management (a) Concept and Process of Strategic Management, Benefits and Risks of Strategic Management, Vision and Mission (b) Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy, Levels of Strategies: Corporate, Business and Operational Level Strategy	12
2	Unit 2: Environmental analysis and diagnosis (a) Concepts of environment and component of environment, Environment scanning and appraisal (b) Organizational appraisals, Strategic advantage analysis and diagnosis, SWOC analysis.	12



3	Unit 3 : Strategy Formulation, Implementation and Evaluation (a) Strategic Formulation: Issues of Strategic Choice, Stages and Importance of Strategic Formulation, Formulation of Alternative Strategies: Mergers and Acquisitions, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation (b) Corporate Portfolio Analysis : SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, Importance and Problems of Strategic Implementation, Importance and Techniques of Strategic Evaluation and Control	12
4	Unit 4 : Business, Corporate and Global Strategies (a) Concept, Need and Forms of Corporate Restructuring, Concept, Internal and External Factors and Causes of Corporate Renewal Strategies (b) Concept, Types, Importance and Problems of Indian Strategic Alliances and International Businesses, Importance, Problems and Governing Strategies of PPP Model	12
5	Unit 5 : Emerging Strategic Trends (a) Reasons for Growing BPO and KPO businesses in India, Reengineering Business Processes, Contribution of IT Sector in Indian Business, Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing Disasters and Cope-up Strategies (b) Process of Business Startups and Its Challenges, Growth Prospects and Government Initiatives in Make in India Model with Reference to National Manufacturing, Contribution of Make in India Policy	12

Text Books-

1. SukulLomash and P.K Mishra , Business Policy and Strategic Management – Vikas Publishing House Pvt. Ltd, New Delhi
2. Dr. AzharKazmi, Business Policy and Strategic Management –Published by Tata McGraw Hill Publications
3. Prof N.H. Mullick, Strategic Management by Enkay Publishing House New Delhi

Reference Books-

1. Memoria, Memoria and SubbaRao, Business Planning and Policy, Himalaya Publishing House
2. Dr. Vijay Pithadiya, Strategic Management and Business Policy, Biztantra, 2015
3. K. Aswathappa and G. Sudarsana Reddy, Strategic Management, Himalaya Publishing House, 2008
4. P SubbaRao, Strategic Management, Himalaya Publishing House, 2018
5. T.P. Renuka Murthy and Mrs. Waseeha Firdode, Strategic Management, Himalaya Publishing House



INTERNATIONAL MARKETING

COURSE CODE: COM/D/MAN/519			NO. OF CREDITS: 04	SEMESTER: III
COURSE TITLE: INTERNATIONAL MARKETING				
COURSE OBJECTIVES: To make the students understand the importance of international marketing, entry strategies, foreign market selection, product development and distribution.				
UNIT	COURSE CONTENT			LECTURES
I	Introduction: Nature and Significance; complexities in International Marketing' transaction from domestic to International Marketing; International Market orientation – EPRG Framework; International Market entry strategies.			10
II	International Marketing environment: Internal environment; External environment geographical. Domestic, Economic, socio-cultural, political and legal environment, Impact of environment on International Marketing decision.			10
III	Foreign Market Selection: Global marketing segmentation: selection of foreign markets; International positioning.			10
IV	Product Decision: product planning for global markets: Standardization Vs product adaptation; New Product Development; Management of International Brands: Packaging and Labeling; provision of sales related services.			10
V	Pricing & Promotion Decision: Environmental influence on pricing decisions; international pricing policies and strategies. Complexities and issues: International advertising, Personal Selling. Sales promotion and public relation.			10
VI	Distribution Channel and Logistics: Function and Types of Channel. Channel selection Decision Selection of foreign distribution agents and managing relations with them: International logistic decisions.			10

Suggested Readings:

- 1.Czinkota.M.R.: International Marketing. Dryden press, Bosten.
- 2.Fayrweather, john; International Marketing. Prentice Hall, New Delhi.
- 3.Jain S.C. International Marketing.
- 4.Churunilam, Francis, "International Marketing", Himalaya Publishing House.
- 5.Rathore, Rathore & Jani, "International Marketing", Himalaya Publishing House.
- 6.Nargundkar R., "International Marketing", Himalaya Publishing House.



M. Com. Second Year (IIIrd Semester)

Major Elective-3 (As per NEP 2020)

Course Code: COM/ELE/522:

Subject Title: International Monetary Economics

Total No. of Credits:04

Total Contact Hours: 60 Hrs.

Maximum Marks: 80

Learning Objectives of the Course:

- i) This course will fulfill the requirement and understanding of basic of international economics.
- ii) The course deal with the monetary aspects related to international economic transaction between countries.
- iii) The course throws light on the basic of Balance of payments and various approaches to correcting this equilibrium in Balance of payments.
- iv) It also deals with the important activities in the foreign exchange market.
- v) The course of offers and Insights into issues related to international movements of capital and international banking. It gives the students can understand about the evolution of International Monetary order.

Course Outcomes (COs):

After completion of the course, students will be able to-

- 1) Evaluate a range of modern theories and models of international monetary economies.
- 2) Analyse real-world economic/financial issues/events, and draw relevant policy conclusions, using the theories and models learnt.
- 3) Critically review previous studies in the relevant literature, identify important research topics, and conduct theoretical analyses and/or empirical investigations.

Module No.	Topics/actual contents of the syllabus	Contact Hours
Unit I	Nature and Concept of Balance of Payments: Equilibrium and dis-equilibrium in Balance of payments, Expenditure and Expenditure switching policies., Elasticity, Absorption and Depreciation approach., Monetary Approach to the Balance of Payments Balance of Payments Multiplier.	12 Hrs
Unit II	Foreign exchange market:	11 Hrs

	The demand for the supply for Foreign Exchange., Fixed, Flexible and Floating Exchange Rates, Spot and Forward Market. Speculation and Arbitrage. Foreign exchange swaps. Futures and options, The Law of One price.	
Unit III	The evolution of international monetary order: The Bretton Woods system., Problems of International liquidity and the role of SDRs, Flexible Exchange Rate and International Monetary Order., Changing role of IMF; IMF conditionalities. World Bank and Structural Adjustment Loan Facilities.	15 Hrs
Unit IV	International Banking Trends in International Banking, Types of International Banking, Activities, Historical Evolution of International Banking, Effects of International Banking, Difficulties in regulating International Banking, The future of International Banking.	12 Hrs
Unit V	International Capital Movements: Long term and Short term Capital Movements, Controversy regarding order in opening up current and capital accounts, External debts versus Foreign Direct Investment, Balance of Payment Crisis and Capital flight	10 Hrs

Internal Assessment: Case studies: 2008 financial crisis, Eurozone crisis, Seminar, Group Discussion etc.

Reference Books:

- 1) Allen, R. G. D (1967): Macro Economic Theory, St. Martin's Press, New York
- 2) Meade, J. E (1952): A Geometry of International Trade, George Allen and Unwin, London.
- 3) Meier, G. M (1964): Leading Issues in Development Economics, Oxford University Press, New York.
- 4) Salvatore, D (2007): International Economics, Wiley India (P) Ltd, New Delhi.
- 5) Ramsaran Ramesh (1998), An Introduction to Money and Finance, Palgrave 1st Edition, Macmillan.
- 6) Apate P. G. (2003) International Finance: A Business Oerspective' Tata McGraw Hill, New Delhi.
- 7) I. R. Bhagat, L. C. Kurpatwar and Dr. D. N. Ghumbre (2024) 'Indian Banking System' Pg. Nos. 10-52 Taran Publication New Delhi




M.Com. Second Year (III semester)

Public Enterprises in India (CODE NO. PAD-524)

COM/ELE/523		
Total Credits: 04	Total Contact Hours: Hrs 60	
Maximum Marks: 60		
Learning Objectives of the Course: i) Public Enterprises has a vast scope, basically it is multi –disciplinary subject, its create opportunities for all disciplinary subject, ii) The PE has great importance to allocation of available recourses and instrument for growth with social justice particularly in the developing countries like India, iii) On the ground of globalization and new Economic public in India, the Policy for PE Has been change in g tremendously, iv) to create the employment opportunities for all students and reduce the unemployment, v) So it is important to study management or Public Enterprises in India in the present scenario.		
Course Outcomes (COs): After completion of the course, students will be able to- i) Its leads to innovation and research for all disciplinary subject, ii) Its leads to increase the job opportunities to all students, iii) It will be utilize the available resources of country, by public investment, iv) It is very important to go with global trade and commerce, v) It will be help to fill up the gap in regional development of the country, by providing industrial development opportunities.		
Module No.	Topics/actual contents of the syllabus	Contact Hours
Unit- I	Public Enterprises :- An introduction Meaning, Nature and importance Growth of Public Enterprises in India, Disinvestment, Policy of Government	12
Unit- II	Organization of Public Enterprises i. Forms of PE i. Board of Directions in PE Advantages and disadvantages of PE	12
Unit - III	Public Accountability and Government i Public Accountability V S Autonomy i. Relationship with Government Progress and social benefits of PE	12
Unit- IV	Issues in Public Enterprises i. Employees / Workers Participation in P. E i Impact of Globalization specially Privatization and liberalization iii. Problems of PE in India	12
Unit - V	Reinventing Public Enterprises Reforms and development in PE i Public Private Partnership	12
Internal Assessment: (Committee may include Test, Tutorial, Seminar, Group Discussion etc.)		

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Reference Books:

- 1) Laxmi Narain , 'Principles & Practice at Public Enterprises Management', S chand & Co Ltd.. New Delhi.
- 2) Shahoo, Mishra, Sahu, Management of Public Enterprises in India', Kaushani Publishing Ldhiana,
- 3) Public Enterprises Unresolved Challenges and new Opportunities, United Motron. New York, 2008
- 4) Mishra R. K. Mishra ' Restructuring Public Enterprises in India"', Mittal Publishers New Delhi. 2002
- 5) Gupta K. L. Research and Development in Public Enterprises, India Publishers co New Delhi, 1994
- 6) Agrawal, 'Management of Public Enterprises in India

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M.Com. SY (Third Semester)

Course Code: COM/ELE/524

No. Of Credits: - 4

Subject: Statistical Analysis

Course Objectives: To make the students learn the application of statistical tools & techniques and drawing conclusions from it.

Unit	Course Content	Periods
I	Analysis of Time Series and Forecasting: Meaning and Utility. Components of Time Series Analysis, Decomposition Models, Trend Projection Method, Measurement of Seasonal Variation. (Theory and Numeric)	10
II	Multiple and Partial Correlation and Multiple Regression Analysis (Numeric)	10
III	Interpolation and Extrapolation Utility, assumptions and methods of interpolation, Binomial expansion Method, Newton's Method, Lagrange's method. (Numeric)	10
IV	Hypothesis Testing Introduction and Meaning of Hypothesis, types of Hypothesis - Null and Alternative Hypothesis. T-test: Meaning and uses, Types of T-tests- One-sample, two-sample, or paired t test, One-tailed or two-tailed t test. F-test: Meaning and uses, Hypothesis Testing Framework for F-test- Left Tailed Test, Right Tailed Test, Two Tailed Test ANOVA, Z test: Meaning and uses, One-Sample Z Test, Two Sample Z, One Proportion Z Test Two Proportion Z Test, Chi Square test. (Theory and Numeric)	20
V	Sampling and Statistical Inference: Census Vs. Sampling, Principles and Methods of Sampling, Sampling Distribution, Standard Error, Point Estimation. (Theory)	10

Suggested Readings:

- 1) Chandra N.K. Statistics for Behavioural and Social Scientists, Reliance Publishing House, Delhi, 1996.
- 2) Gupta, SP. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.
- 3) Basic Statistics for Business and Economics, New York, Mc Graw Hill, 1988.
- 4) Statistics MC Shukla and S. S. Gulshan
- 5) Quantitative Techniques in Business Dr. A. B. Rao
- 6) An Introduction to Statistical Method (B. Gupta. Vijay Gupta
- 7) Statistics for Management Levin | Richard and Rubin S David
- 8) Complete business statistics Amir D. Aezel, Jayavel Sounder pandian 9) Business Statistics (Contemporary Decision Making Ken Black

Additional Readings:

- 1) Elhance D.N. Fundamental of Statistics
- 2) V.K. Kapoor "Fundamental of Statistics for Business & Economics", Sultan Chand & Sons, New Delhi, 2005
- 3) Advanced Statistics Poonia, Virender
- 4) Statistics for Business & Economics - Harper Collins.

Subject: Security Analysis
Paper Code: COM/MAN/526

No. of Credits	No. of Teaching Hours	No. of Lectures per Week
4	60 Hours	4
Objectives: To update the knowledge among the students about Securities and Portfolio Management.		
Unit No.	Contents	No. of Hours
I	Meaning & Definition of Investment, Security: Portfolios, Investment Alternatives and their Evaluation, Qualities of Successful Investing, Capital Market Theory, Arbitrage Pricing Theory	12
II	Security Pricing: Factors Influencing Valuation, Constant Growth Model, Security Pricing Models, Dividend Discounting Methods, P/E Ratio Model and Graham's Approach	12
III	Trading in Securities: Meaning and Characteristics of Options, Types of Derivatives, Growth and Advantage of Derivative Markets, Speculation and Hedging. Future Trading: Future Contracts, Financial Futures, Equity and Commodity Futures in India.	12
IV	Analysis of Securities: Technical Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis.	12
V	Portfolio Management: Meaning of Portfolio, Risk and Return in Portfolio Theory, Expected Return, Portfolio Selection Models, Modern Portfolio Theory, Portfolio Management in Mutual Fund.	12
Total Weightage : 100 Marks		
Semester End Examination (S.E.E.) : 60 Marks		
Continuous Internal Evaluation (C.I.E.) : 40 Marks		
Suggested Readings:		
1. Avadhani V.A., "Securities Analysis & Portfolio Management", Himalaya Publication House		
2. Singhi Preeti, "Investment Management", Himalaya Publication House, Mumbai		
3. Sudhindra Bhatt, "Security Analysis and Portfolio Management", Excel Books, Mumbai		
4. Prasanna Chandra, "Investment Analysis and Portfolio Management", Tata Macgraw Hill India		
5. Fischer, "Security Analysis and Management", Pearson Publication, New Delhi		
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SUBJECT : ADVERTISING & MEDIA MANAGEMENT

COM/MAN/527

COURSE CODE: COM-527		No. of Credits : 04	Semester : IV
Subject Title : Advertisement			
Course Objectives : The objective of this course is to expose students to the Advertising Basics and the various Methodologies to Develop, Implement and Measure the Effect of Advertisement.			
Unit	Course Content		Periods
I	Advertising : Definition, Advertising as a tool of Marketing, Advertising Objectives, Role of Advertising, Benefits of Advertising, Advertising as a Tool of Communication, Economic and Economic Behaviour, Advertising Scene in India, Advertising Budget.		15
II	Advertising Media : Types of Advertising, Types of Advertising Media, Non Media Advertising, Planning and Scheduling Media, Media design, Media Selection Decision, Message Design and Development, E-Channels of Advertising.		15
III	Determination of Target Audience : Building of Advertising Programme, Message, Headlines, Copy, Logo, Illustration, Appeal, Layout, Campaign Planning, Campaign Budgeting.		15
IV	Measuring Advertising Effectiveness : Measuring Advertising Effectiveness – Pre and Post Test, Techniques for Testing Advertising Effectiveness, Advertising Agency, Client Relationship, Promotional Scene in India.		15

Suggested Readings :

Aaker, David : Advertising Management, Prentice Hall, New Delhi.

Anderson, Hair, Bush : Professional Sales Management, McGraw Hill, Singapore.

Batr, Rajeev, John G. Mayer and David Aaker : Advertising Management, Prentice Hall, New Delhi.

Ford Churchill, Walker : Management of Sales Force, McGraw Hill, Singapore.

Gupta, Vaswer Das : Sales Management in the Indian Perspective, Prentice Hall, New Delhi.

Krik C.A. : Salesmanship, Tarapore Wala, Bombay.

Norris, James S. : Advertising, Prentice Hall, New Delhi.

M.Com. Second Year (IV semester)
Marketing Research (CODE NO MAN/528)

COM/MAN/528		
Total Credits: 04		Total Contact Hours: Hrs 60
Maximum Marks: 60		
Learning Objectives of the Course: i) The purpose of this course is to enable students learn the process Tools and techniques of Marketing Research, ii) The objective of this subject student should understand the scope and importance of Marketing Research, iii) Students should understand the global and international market in the present scenario, iv) To create the employment opportunities in the field of marketing and service sector, v) Students and entrepreneurs should start their own business after proper market study and Market survey.		
Course Outcomes (COs): After completion of the course, students will be able to- i) Its leads to innovation and research for the businessman and entrepreneurs, ii) Its leads to increase the job opportunities in the field of marketing and service sector, iii) It will be utilize the available resources of country, with the help of proper marketing, iv) It is very important to go with global trade and commerce through the marketing and service sector due to the proper market study and research, v) It will be help to fill up the gap in regional development of the country, by providing Industrial development opportunities due to the proper market knowledge.		
Module No.	Topics/actual contents of the syllabus	Contact Hours
Unit- I	Introduction to marketing Research Definition, Concept and Objectives of Marketing research. Advantages and limitations of Marketing Research. Problems and precautions in Marketing research. Analyzing Competition and Consumer Markets.	12
Unit- II	Types of Marketing Research: Consumer Research, Product Research, Sales Research, and Advertising Research. Various Issue involved and ethics in marketing research. Rural Marketing Research, Institutional Management & Research, Distribution and marketing research etc.	12
Unit - III	Problem formulation and statement of research: Research process, research design - exploratory research, descriptive research and experimental research designs. Decision Theory and decision Tree/Process.	12
Unit- IV	Research Methodology & Data Resources: Secondary data source and uses. Primary Data Collection methods, Questioning techniques, Online survey source and survey method, Observation method, Questionnaire preparation. Sampling plan: Universe, Sample frame and sampling unit, sampling techniques, sample size determination.	12
Unit - V	Administration of surveys & Report writing: Selecting an appropriate statistical technique. Tabulation and analysis of data, scaling techniques. Hypothesis: Concept, Need, Objectives of the hypotheses, Types of Hypotheses and its uses. Report writing.	12
Internal Assessment: (Committee may include Test, Tutorial, Seminar, Group Discussion etc.)		

M.COM-IV SEMESTER

COM/ELE/529: ORGANISATIONAL DEVELOPMENT AND CHANGE

Total Credits: 04

Maximum Marks: 100

Total Contact Hours: 60 Hrs

UA: 60 CA: 40

Learning Objectives of the Course:

- i) To introduce students to the discipline of Organisational Development (OD)
- ii) To provide an overview of how an Organizational Development specialist plans and implements interventions to create interpersonal, group, intergroup, or organization-wide change.
- iii) This course presents theoretical and historical foundations of the field and explains the practical interventions involved in an OD process; in addition, the role of the Organizational Development Practitioner /change agent will be studied.

Course Outcomes (COs):

After completion of the course, students will be able to-

- i) Understand the role and relevance of organisational development
- ii) Analyse various OD interventions.
- iii) Identify factors leading to organizational change
- iv) Describe the steps involved in planned change programs
- v) Determine the appropriate OD interventions for effective implementation of change.

Module No.	Topics/actual contents of the syllabus	Contact Hours
I	Introduction to Organisational Change Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.	12 Hrs
II	Resistance to Change Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change.	10 Hrs
III	Organizational development: Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values. OD Models: 5 stage model of OD, Action Research model of OD & its features, Appreciative Inquiry model OD practitioners	12 Hrs
IV	Process of OD and OD Interventions: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; Classification of OD Interventions: Team Interventions, Inter group and third party	14 Hrs

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	peacemaking interventions, Comprehensive OD interventions, Structural Interventions.	
V	OD Consultants/ Practitioners Formation of Practitioner and client relationship, relationship modes and issues in relationship, Role of the OD Consultant , Competencies of the OD Consultant, Ethical issues in OD Consulting, Organizational Power and Politics	12 Hrs

Reference Books:

1. Dr. L.M. Prasad, Organizational Behavior, Sultan Chand & Son's, 4th Edition Reprint 2008.
2. Appannaiah Reddy & Kavitha, Organization Behavior, Himalaya Publication House, 2008.
3. Aswathappa .K, Organization Behavior, Himalaya Publication House, 2008.
4. Appannaiah Reddy & Desai, Management & Behavioral process, Himalaya Publishing House, 2008.
5. Mishra M.N, Organizational Behavior corporate development, Himalaya Publishing, House,2008.
6. Wendell French , Cecil Bell & Robert A Zawacki , Organizational Development & Transformation (Managing effective change), McGraw Hill Companies, 6th Edition 2009.
7. Hurst, David K., Crisis and Renewal: Meeting the Challenge of Organisational Change, Harvard University Press, Mass.



Title of Paper: Travel and Tourism**Paper Code:** COM/ELE/530

No. of Credit	No. of Teaching Hours	No. of Lectures per week
04	60 Hrs	4
Objectives:		
1. To make students familiar with basics of travels and tourism. 2. To make students familiar with Indian and Maharashtra tourism and Indian govt's various initiatives for the development of Indian tourism. 3. To make students able to handle travel and tours. 4. To build ability of students to start their own tours consultancies. 5. Make students familiars with Setting-up Tours and Travel Agency.		
Outcomes:		
Students will be: ☐ familiars with all the basic/background knowledge of travels and tourism. ☐ familiars with Indian and Maharashtra Tourisms. ☐ able to handle travels and tours in India. ☐ familiar with Travel Agency and Tour Operation Business. ☐ able to start their own tours and travel agencies.		
Unit No.	Contains	No. of Hours
I	Introduction to Travel and Tourism Introduction, Definition of Travel and Tourism, Scope, Importance and Significance, Types and forms of Tourism, Tourism Products, Growth, Development and Historical Perspectives of India Tourism, Indian Tourism and National Action Plan. Domestic and International Tourism and its global trends, Factors affecting the growth of tourism in India, Tourism as a service industry. Importance of Geography in Tourism: Geography and Tourism Interface, Geography- Location Aspects: Latitude, Longitude, Location of Places, Map Reading, International Date Line, Time Zones. Geography-Physical and Human Aspects: Relief, Climate, Flora & Fauna, Economy, Population, and Transportation & Communication.	10
II	Travel and Tourism Management Meaning, Definition, Characteristics of Management, Functions of management and their relevance in tourism industry. Tourism Marketing, Marketing of Indian tourism by overseas tourism office of Govt. of India. Customer Relationship Management (CRM) in Tourism, Tourist Destination Management: maintaining the infrastructure and tourism carrying capacity. Event Management: Definition, Meaning, Scope, Role of events in promotion of tourism. Human Resources Management: Managing personnel for tourism, Transportation and Tour Arrangement: a) Transportation – Bus, Railway and Airway, b) Tour Arrangement, i) Map Reading, ii) Climate, Tourist Facilities, a) Lodging and Boarding b) Site Scene, Tourist Agencies: a) Private b) Government	12

III	Tourism in India and Maharashtra Climate and Seasons of India, Local state as an attractive tourist destination, Main Tourist attractions of India-focus USPs. Location of important physiographic features on the map of India. Location of important tourist cities, national parks, wildlife sanctuaries; cultural, historical and religious tourist spots in India, Popular tourist itineraries of India: Golden Triangle, Great Indian Heritage Circuit, Buddhist Circuit, Temple Circuit of South India, Desert Triangle (Bikaner-Jodhpur-Jaisalmer), Himalayan Safari. Special interest tourism itineraries in India: Adventure, Health, Cultural and Religious tourism Tourism map designing: Various destinations of Indian tourist points. Cultural heritage of India – Archaeological sites of India, monuments, forts, palaces, historical importance building, UNESCO and World heritage sites in India. Performing arts of India- Indian classical dance and classical music, musical instruments, music school, important classical dance styles and its history. A detail study on Indian paintings, Indian theatre and folk culture, Indian cinema for popular cultural tradition. Indian museums, art galleries, Indian cultural mission board. Indian culture, tradition and heritage. Conservation of Indian culture and heritage. Role of tourist guides and escorts- urban guide, city guide, monuments guide and drivers guide. Mountain tourism with special reference to the Himalaya, India's main hill stations. Adventure tourism in India Beach tourism in India with special reference to Goa, Kerala, Orissa, etc. Island tourism with special reference to Andaman & Nicobar Islands and Laksha dweep. Special interest tourism- health tourism, eco-tourism, village tourism, sustainable tourism. National parks, wildlife & bird sanctuaries in India. Desert tourism with special reference to Rajasthan and Gujrat Hospitality industry in tourism- classification and categorization of hotels, types of hotels, major hotel chains operating in India, heritage hotels	14
IV	Travel Agencies and Tour Operation Business: Travel Agency and Tour Operation Business: Concept of Travel Agencies and tour Operators; History; Present status and future prospects of Travel Agency Business, The Indian Travel Agents and Tour Operators-an overview. Travel Agency and Tour Operators: Linkages and arrangements with hotels, Airlines and Transport Agencies and other segments of Tourism Plants. Function of a Travel Agent and Tour Operator: Understanding the functions of a Travel Agent, travel information and counseling to the tourists, reservation, ticketing, documentation, handling business/corporate clients including Conference and Conventions, sources of income: commission, service charges.	12
V	Setting-up Tours and Travel Agency Various types of organizations: Proprietorship, Partnership, Private Limited and Limited. Procedures and approvals to start a travel agency, Recognition from Ministry of Tourism - Govt. of India. IATA rules and regulations, Basis of approval of a Travel Agency. Study of various fiscal and nonfiscal incentives available to travel agencies and tour operators' business. Benefits and Incentives offered to travel agency, Tourism Organizations Roles and functions TAAI, IATO, TAFI & IATA. Concept of OTA's (Online Travel Agency) Organization structure, Management and Products of leading Travel Agencies of India: Case Study of Kuoni. SOTC, Thomas Cook, Orbit; Le Passage, Make My Trip, ITDC& GMVN, Case-study of major tourism corporation of India- KTDC, RTDC, WBTD, MTDC, JKTDC, etc	12

Practical/On Job Training (if any):

- ② (Submission of on job training report) Students have to take on job training from the local travel agency for 15 days and prepare a training report of assigned duties during their on-job training.

② **Reference Books:**

- ② Tourism Marketing- Dasgupta Devashish.
② Introduction to Travel and Tourism Marketing- J. Alf Bennett, Johan Wilhelm Strydom.
② Principles of Marketing- Philip Kotler
② Tourism, Museum and Monuments Dr. Gupta S.P. Krishna Lal
② Tourism in India, History and Development, Sterling, Publication Pvt. Ltd, New Delhi, Bhatia A.K.
② Tourism Development: Principles and Practice, Sterling Publication New Delhi Bhatia A.K.
② Tourism Policy for Maharashtra, Govt. Of Maharashtra.
② The Enchanted Circuits (India) of Tourism, Govt. of India

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M.Com. SY (Fourth Semester)

Course Code: COM/ELE/531

No. Of Credits: - 4

Subject: Public Policy & Finance in India

Course Objectives: To make students familiar with the concepts of Public Policy and Finance and aspects of National Economy.

Unit	Course Content	Periods
I	Public Policy: Key Concepts and Theories: Public Policy: Meaning, Definitions and Scope, Rationale for the Study of Public Policy, Evolution of Public Policy. Public Policy Theories-Group theory, Elite theory, Institutional theory, Rational theory, Process theory, Incremental theory.	12
II	Policy Process: Constitutional Framework- The Union & Its Territories, Citizenship, Fundamental Rights, Directive, Principles of State Policy, Fundamental Duties. System of Government, Parliamentary System, Federal System, Centre-state Relations, Inter-state Relations, Relationship between state, judiciary and civil society. Non-constitutional Bodies- their importance and relation to policy making. The theories of policy cycle. Policy formulation design and tools	12
III	Public Policy Environment and Policy Actors: Context: Political, economic, social and cultural context, Policy Actors: Elected Politicians, Public, Bureaucracy, Political Parties, Interest /Pressure Groups, International Actors and Regimes	12
IV	Public finance: Meaning and scope of public finance. Budget- main features of budget, concept of balanced budget, Fiscal policy- main instruments of fiscal policy.	12
V	Public Revenue and Expenditure Public Revenue: Sources of revenue, taxes, classification of taxation, direct and indirect taxes, specific and ad valorem taxes, canons of taxation, social and economic objectives of taxation, characteristics of a good tax system, role of taxation in developing economies. Public Expenditure: causes of increase in public expenditure, revenue and capital expenditure, development and non-development expenditure, principle of public expenditure, effects of public expenditure on production, distribution, income and employment. Role of public expenditure in developing economy.	12

Suggested Readings:

- B.P.Tyagi - "Public Finance", Jai Prakash Nath, 2012.
- H.D.Bhatia- "Public Finance" Vikas Publishing House 2013.
- S.K.Misra & V,K,Puri - "Indian Economy", Himalaya Publishing House, 2015
- Atkinson A.B. and J.E. Siglitz (2015). Lectures on Public Economics, Tata McGraw Hill Delhi
- Chand, S.N.(2008), Public Finance, Atlantic Publishers
- Singh,S.K(2008), S. Public Finance: Theory and Practice, Chand Publishing
- Tyagi B.P. (2016), Public Finance, Jai Prakash Nath Co. Meerat, U.P.

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Bom *Ans*