

UNIVERSITY OF DELHI

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NOTIFICATION

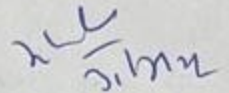
Sub: Amendment to Ordinance V

(ECR 24-15/ dated 12.07.2025)

Following addition be made to Annexure-II-A to the Ordinance V (2-A) of the Ordinances of the University;

Add the following:

The syllabus of M.Com. under the Faculty of Commerce and Business based on Postgraduate Curriculum Framework 2024 (PGCF) for Semester-I and Semester-II, are notified herewith for the information of all concerned as placed at *Annexure-1*.



REGISTRAR

Department of Commerce
Draft Syllabus for M Com under PGCF 2025

University of Delhi

Faculty of Commerce and Business
Department of Commerce



Master of Commerce

Syllabus for Year 1 of the 2-year Program
effective from Academic Year 2025-26

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1

Department of Commerce

The Department of Commerce, University of Delhi, was formally established as a distinct academic entity in 1967, and is housed within the iconic Delhi School of Economics (DSE) campus. Over the decades, the Department has consistently adapted to the evolving academic and socio-economic landscape of India, exploring new frontiers in knowledge creation, policy interface, and technological innovation in the field of commerce and business education.

In its illustrious journey spanning over five decades, the Department has played a pioneering role in reshaping commerce education in India, aligning it with national priorities and global developments. It takes pride in being India's premier institution for curriculum development, teaching, and research in the discipline of commerce. The Department's consistent commitment to academic excellence was internationally acknowledged in 2017, its Golden Jubilee year, when it was ranked 1st in India and 85th in Asia by the Times Higher Education Rankings.

At the core of its academic offerings lies the flagship postgraduate programme – Master of Commerce (M.Com). This rigorous two-year full-time programme continues to serve as the bedrock for advanced learning, research, and academic leadership in commerce. It offers a strong foundation not only for academic careers but also for managerial, consulting, entrepreneurial, and public policy roles. The course is highly respected across academia and industry, and its alumni occupy leadership positions across the globe in sectors spanning education, business, government, and international organizations.

In keeping with the dynamic needs of a rapidly changing economy, the Department has expanded its academic horizon by offering three specialized MBA programmes, viz., MBA in International Business, MBA in Human Resource Development, and MBA in Business Analytics.

These programmes are meticulously designed to address emerging industry needs, incorporating cutting-edge technological tools, data-driven decision-making, and global best practices, while remaining rooted in the Indian economic and business context. The MBA in Business Analytics, in particular, reflects the Department's commitment to integrating technology and analytics into management education, responding to the growing importance of AI, big data, and digital transformation in India's development journey.

Through its academic and research initiatives, the Department of Commerce continues to contribute meaningfully to India's knowledge economy, fostering a generation of scholars and professionals who are equipped to address complex challenges and create impactful solutions in both national and global settings.

2

Post Graduate Curriculum Framework

Starting from July 2025, the Master of Commerce (M.Com.) programme for new entrants will be structured according to the Postgraduate Curriculum Framework (PGCF), aligned with the National Education Policy (NEP) 2020. This framework offers students the flexibility to pursue either a two-year degree, as traditionally offered by the department, or a one-year degree option for those who have completed a four-year undergraduate degree.

The programme is organized into a blend of core (DSCs), discipline specific electives (DSEs), generic electives (GEs) and skill-based courses (SBCs), following the structure detailed below. Each academic year is divided into two semesters. Students are required to complete a combination of Core and Elective courses each semester to fulfil the credit requirements.

For the award of the M. Com degree, students must successfully earn a minimum of 44 credits per academic year. Consequently, the two-year M. Com degree requires a total of 88 credits, while the one-year degree option requires 44 credits. Course content and readings are curated based on the latest developments in commerce, finance, management, and related fields. These materials include textbooks, research papers, and industry reports, with updates made regularly to ensure relevance.

The Department of Commerce has identified five specialisations for academic growth and research focus, viz., Accounting, Finance, Human Resource, International Business, and Marketing. Under the PGCF, the students would be given the option to take an exit after doing first 2 semesters of M. Com program to obtain a PG Diploma.

The mode of assessment for each course is determined by the respective instructor. Instructional methods may include lectures, practical workshops, case studies, computer labs, and tutorials. Practical sessions provide hands-on experience in areas such as accounting software, financial analysis, and statistical tools. Tutorials complement the core lectures by fostering discussions, case problem-solving, and group activities.

The choices of the students for elective courses each semester are spread across the specialisations department offers. In order to obtain PG Diploma in a given specialisation, one is required to have earned at least 8 credits in that specialisation. The students should finalize their elective selections within the first two weeks of the semester.

The Department of Commerce adheres to the academic calendar, admission criteria, and other rules of the University of Delhi. The semester-wise distribution of courses and credits for the two-year M.Com. programme is outlined below.

Draft Structure M Com (PGCF) 2025-26

Sem.	Core Courses (DSCs)	Credits	
1	COMC001 - Advanced Cost and Performance Analysis	4	3-1-0
	COMC002 - Managerial Economics	4	3-1-0
	COMC003 - Business Research Methods	4	3-0-1
2	COMC004 - Organizational Behavior and Leadership	4	3-1-0
	COMC005 - Corporate Governance and Business Ethics	4	3-1-0
	COMC006 - Strategic Financial Management	4	3-1-0
3	COMC007 - Business Analytics and Decision Science	4	3-1-0
	COMC008 - Strategic Marketing Management	4	3-1-0
4	COMC009 - Global Trade and Investment Policy	4	3-1-0
	COMC010 - International Taxation and Regulatory Strategy	4	3-1-0

Sem.	Elective Courses (DSEs)	Credits	
1	DSEG01 - Business, Society and Commerce	4	3-1-0
	DSEH01 - Digital Transformation in Human Resource Systems	4	3-1-0
	DSEA01 - Digital Accounting	4	3-1-0
	DSEF01 - Wealth Management	4	3-1-0
	DSEI01 - International Trade Logistics	4	3-1-0
	DSEM01 - Digital Marketing	4	3-1-0
2	DSEG02 - Corporate Laws-Cases and Application	4	3-1-0
	DSEH02 - Organizational Development and Change Management	4	3-1-0
	DSEA02 - Advanced Management Accounting	4	3-1-0
	DSEF02 - Security Analysis and Portfolio Management	4	3-1-0
	DSEI02 - India and the Global Economy	4	3-1-0
	DSEM02 - Consumer Behavior	4	3-1-0

	Skill Based Courses (SBCs)	Credits	
COMSBC01	Financial Planning	2	1-0-1
COMSBC02	Modelling for Financial Decisions	2	1-0-1
COMSBC03	Econometrics	2	1-0-1
COMSBC04	Trade Analytics	2	1-0-1
COMSBC05	Retail Formats	2	1-0-1
COMSBC06	Decoding Union Budgets	2	1-0-1

	Generic Electives (GEs)	Credits	
COMGE01	Management and Organizational Behaviour	4	3-1-0
COMGE02	Basics of Accounting	4	3-1-0
COMGE03	Indian Ethos and Leadership	4	3-1-0

Department of Commerce
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COMGE04	Personal Finance	4	3-0-1
COMGE05	Entrepreneurship	4	3-1-0
COMGE06	Customer Relationship Management	4	3-1-0
COMGE07	Entrepreneurial Finance	4	3-1-0
COMGE08	ESG and Business Sustainability	4	3-1-0
COMGE09	Financial Modelling Using Excel	4	2-1-2
COMGE10	Marketing for Start Ups	4	3-1-0

POST GRADUATE CURRICULUM FRAMEWORK (PGCF)

Core Courses

Sem	Courses	Credits	
		per course	Semester credits
I	COMC001, COMC002, COMC003	4	12
II	COMC004, COMC005, COMC006	4	12
III	COMC007, COMC008	4	8
IV	COMC009, COMC010	4	8

Discipline Specific Electives

Sem	Courses	Credits	
		per course	Semester credits
I	2 DSEs	4	8
II	2 DSEs	4	8
III	3 DSEs	4	12
IV	3 DSEs	4	12

Generic Electives and Skill-Based Courses

Sem	Courses	Credits	
		per course	Semester credits
I-IV	1 SBC	2	2
I-IV	1 GE per semester can replace a DSE	4	

The M. Com programme aims to provide:

- A conducive environment that holistically engages students through an inclusive approach,
- Research orientation,
- Developing entrepreneurial skills,
- Sound theoretical foundation,
- Integrating technology,
- Formulating business problems and providing innovative solutions thus molding them into future visionaries, management leaders that are compassionate yet efficient.

As per the new structure, there shall be six courses in each semester. Under PGCF, students will also study, 'Generic Electives' and 'Skills Based' courses in each semester. The Generic Elective courses are designed for the students of other disciplines who are interested in opting for GEs of commerce department subject to fulfilling of eligibility of criteria as laid down by the Department. The courses have been designed with intent to provide advanced level specialization in the respective field.

In the light of augmentation in the field of commerce and business, the overall structure of the course has been changed to widen the scope and depth of the course and inclusion of research paradigms of commerce stream. Further, the overall structure has been improved to provide an insight of research in commerce and interdisciplinary areas and to facilitate those students aspiring for pursuing research.

New courses have been thoughtfully introduced across various specializations to ensure the curriculum remains aligned with current industry demands and academic developments. Apart from the specialisations we have introduced papers like Business, Society and Commerce (to provide exposure to the philosophical base to the contemporary business environment) and Corporate Laws – Cases and Application (to strengthen the understanding of corporate laws in India) to improve theoretical and practical comprehension of the students.

In the area of Human Resource and Organizational Behaviour, the inclusion of Digital Transformation in Human Resource Systems and Organizational Development and Change Management equips students with contemporary tools and strategies for managing dynamic organizational environments and digital HR ecosystems.

Addressing a critical need in the domain of Accounting, the syllabus now offers Digital Accounting and Advanced Management Accounting as core specializations, thereby filling the earlier identified gap and enabling students to gain expertise in both strategic and technology-integrated accounting practices.

The Finance specialization has been strengthened with industry-relevant courses like Wealth Management and Security Analysis and Portfolio Management, empowering students with practical knowledge of financial planning, investments, and portfolio optimization.

In the International Business stream, International Trade Logistics and India and the Global Economy reflect the growing significance of global trade, supply chain operations, and India's positioning in the world economy.

The Marketing specialization is enhanced with cutting-edge courses such as Digital Marketing and Consumer Behavior, enabling students to understand evolving consumer patterns and digital engagement strategies.

A wide range of Skill-Based Courses have been introduced to build practical competencies across domains. These include: Financial Planning, Life Skills, Modelling for Financial Decisions, Selling Skills, Anatomy of Corporate Scams, Econometrics, Trade Analytics, Retail Formats, and Decoding Union Budgets. These courses aim to enhance critical thinking, analytical skills, ethical awareness, and domain-specific practical knowledge.

The introduction of Generic Elective Courses ensures interdisciplinary learning and caters to students from diverse academic backgrounds. Courses like Management and Organizational Behavior, Basics of Accounting, Indian Ethos and Leadership, Personal Finance, Entrepreneurship, Customer Relationship Management, Entrepreneurial Finance, ESG and Business Sustainability, Financial Modelling Using Excel, and Marketing for Startups promote well-rounded development and encourage entrepreneurial and ethical thinking. These courses are meant for the students of other disciplines who are interested in learning about commerce and business.

The curriculum is designed in alignment with the Outcome-Based Education (OBE) framework, ensuring that every course has clearly defined objectives and learning outcomes. Furthermore, contemporary topics such as ethical investing, sustainability, ESG integration, corporate fraud analysis, digital transformation, and global economic shifts have been incorporated to embed cross-cutting themes including gender, environmental sustainability, human values, and professional ethics throughout the programme.

Suggestive readings are carefully curated and provided for each unit to facilitate guided self-learning, and content has been updated to reflect emerging concepts such as psychographics, lifestyle analysis, perceptual mapping, and data-driven decision-making. The structure is dynamic, flexible, and responsive to the needs of today's commerce and business environment.

The programme thus aims to provide students with the opportunity to develop and broaden their management and leadership skills. The curriculum seeks to develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and to encourage them to seek out bold, innovative solutions for today's business and societal challenges.

3

Core Courses

Year 1 of the 2-year program

COMC001 – Advanced Cost and Performance Analysis

Master of Commerce
Semester I
DSC-Core Paper
COMC001: Advanced Cost and Performance Analysis

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMC001	Advanced Cost and Performance Analysis	3	1	0	4	NIL

Objective: This course is designed to equip students with the essential knowledge and analytical skills needed to effectively control and monitor costs, apply various cost management techniques, and utilize accounting data to support strategic decision-making within corporate settings.

Learning Outcomes: On completion of this course, the student should be able to:

- Describe strategic cost analysis concepts along with Activity-based techniques and apply these for managing a profitable and competitive enterprise.
- Know the various approaches, considerations, and techniques in strategic price setting.
- Explain and apply advanced costing techniques including Life cycle costing, Target costing, Kaizen costing, and Total Quality Management.
- Comprehend modern approaches to productivity enhancement, process re-engineering, the analysis of value chains, Just-in-Time (JIT) Inventory Management, and strategic decision making under constraints.

Contents:

Unit I (10 hours)

Cost Management Systems; Strategic cost management; Cost concepts. Big Data and Data Analytics in Cost Accounting; Sourcing and Storing Data. Activity-Based Costing (ABC). Activity-Based Management (ABM); Activity-Based-Budgeting (ABB); Capacity utilization.

Unit II (10 hours)

Factors influencing pricing decisions; Evaluation of different pricing methods; Economic approach; Pareto analysis; Pricing a new Product; Short run vs. long run pricing; Sensitivity analysis; Bottom line pricing.

Unit III **(13 hours)**

Life Cycle Costing; Life Cycle Budgeting. Target Costing; Value Engineering. Kaizen costing; Bench marking. Total Quality Management (TQM); measuring and reporting quality cost information for decision making.

Unit IV **(12 hours)**

Measuring productivity and changes in activity and process efficiency; Productivity in service firms and not-for-profit organizations; Process reengineering (PR). Value chain analysis; Value chain linkages. Just-in-Time (JIT) inventory management. Theory of Constraints (TOC); ABC and TOC.

Tutorial Exercise: Students may select any existing real-life consumer product, analyze its presumed selling price, assess cost elements incorporating ABC techniques, and suggest modifications for process improvements based on quality considerations and value drivers. Students may also visit any manufacturing unit to identify cost issues (such as defects and rework) and develop a Kaizen plan which drives cost reduction.

Suggested Readings:

- Blocher, Edward J., Juras, Paul, Smith, Steven. (2024). *Cost Management: A Strategic Emphasis* (10th ed.). McGraw Hill Education (India) Ltd.
- Eldenburg, Leslie G. & Wolcott, Susan K. (2011). *Cost Management: Measuring, Monitoring, and Motivating Performance* (2nd ed.). John Wiley and Sons.
- Farmer, Karen C. Fredin, Amy, Baag, Pankaj K. (2024). *Cost Accounting: With Integrated Data Analytics, An Indian Adaptation*. John Wiley & Sons Inc.
- Hansen, Don R., Mowen, Maryanne M. & Heitger, Dan L. (2021). *Cost Management, Accounting and Control* (5th ed.). Cengage Learning (India) Ltd.
- Hilton, Ronald W., Maher, Michael W. & Selto, Frank A. (2004). *Cost Management: Strategies for Business Decisions*. McGraw Hill Irwin.
- Lal, Jawahar (2016). *Strategic Cost Management*. Himalaya Publishing House.
- Shank, John K. & Govindarajan, Vijay. (2008). *Strategic Cost Management*. The Free Press.

COMC002 – Managerial Economics

Master of Commerce
Semester I
DSC-Core Paper
COMC002: Managerial Economics

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC - COMC002	Managerial Economics	3	1	0	4	NIL

Objective: The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision-making processes.

Learning Outcomes: On completion of this course, the student should be able to:

- apply the techniques of production function and cost analysis.
- comprehend market forms and apply pricing techniques to determine the price of factors of production.
- apply the knowledge of national income accounting and cost of living measurement in real world situations.
- analyze the need for monetary and fiscal policy interventions and the costs associated with them.

Contents:

Unit I (12 hours)

Nature and scope of managerial economics; Demand function; Cardinal and ordinal approaches to the derivation of the demand function. Revealed preference approach; Supply function; elasticity of demand and supply. Production function; Concept of productivity and technology; Cost function. Cost and output Relationship.

Unit II (13 hours)

Market forms- perfect competition, monopolistic competition, monopoly power, oligopolistic behavior; Cournot and Stackelberg models; Factor Pricing- demand and supply of factors of production.

Unit III (10 hours)

National Income Accounting; unemployment, Inflation. The product markets, financial markets and labor markets; Role of monetary and fiscal policy.

Unit IV (10 hours)

Economic fluctuations and business cycle; Open economy macroeconomics; Exchange rate, and debates in macroeconomics policy.

Tutorial Exercise: Students would be asked to analyze a real-world firm's pricing and output decisions under different market structures and would be allowed to participate in role play as policymakers to address inflation and unemployment using fiscal and monetary tools.

Suggested Readings:

- Stiglitz, J.E., and Walsh, C.E. (2006). *Economics*, W. W. Norton & Company.
- Salvatore, D., and Rastogi, S.K. (2020). *Managerial Economics: Principles and Worldwide Applications*, OUP.
- Dornbusch, R., Fischer, S., and Startz, R. (2018). *Macroeconomics*, McGraw Hill.
- Mankiw, N.G. (2021). *Macroeconomics*, Macmillan Learning.
- Koutsoyiannis, A. (1975). *Modern Microeconomics*, Palgrave Macmillan
- Branson, W. H.(1989). *Macro Economics Theory and Policy*, East – West Press.
- Blanchard, O. (2021). *Macroeconomics*, Pearson Education Ltd.
- Varian, H.R. (1992). *Micro-Economic Analysis*. W. W. Norton & Co.

COMC003 – Business Research Methods

Masters of Commerce
Semester I
DSC - Core Paper
COMC003: Business Research Methods

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC - COMC003	Business Research Methods	3	0	1	4	NIL

Objective: The course aims to provide the learners with the fundamental concepts, methods and techniques of required to successfully undertake various steps in the research process. The course will also equip learners with the analytical skills to Interpret findings and communicate them clearly for decision-making.

Learning Outcomes: On completion of the course, the learners should be able to:

- formulate the research problem and understand the major research designs.
- determine data sources and design questionnaire and surveys
- apply sampling techniques and develop understanding of data collection and fieldwork.
- analyze and interpret data and use the basic statistical tools in business research.

Contents:

Unit I (10 hours)

Formulating Research Problem; Research questions, Research Objectives, and Research Hypotheses, Research design Process, Types: Exploratory, Descriptive, and Experimental designs, Qualitative Research approach: Grounded theory, phenomenology, ethnography,

Unit II (12 hours)

Primary Data and Secondary Data: Sources and their Usefulness; Levels of Measurement, Comparative & Non comparative scaling; Reliability and Validity Assessment, Observation & Questionnaire Designing for Qualitative & Quantitative research, Cross-sectional, Longitudinal, and panel data.

Unit III (8 hours)

Sampling Design process, Probability & non-probability sampling, Sample size determination for qualitative & quantitative research, Sampling vs. Non-Sampling

Errors.

Unit IV

(15 hours)

Data preparation & cleaning, Hypothesis testing procedure, Univariate analysis; Bivariate Analysis; Multivariate analysis – interdependence and dependence analysis. Time series analysis, research ethics and report writing.

Practical Exercise: The learners would be asked to define a real-world business research problem and choose an appropriate research design for conducting research based on primary or secondary data. By applying suitable statistical inferential techniques, the learners would analyse and interpret the results and write the report.

Suggested Readings:

- Cooper, D. R., & Schindler, P. S. (2014). *Business research methods*. (12th ed.). New York, United States: McGraw Hill International Edition.
- Greene, W. H. (2017). *Econometric Analysis*. Pearson Pvt. limited
- Bryman, A., Bell, E., & Harley, B. (2022). *Business research methods*. Oxford University Press.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. (9th ed.). South Western: Cengage Learning.
- Neuman, W.L., (2014). *Social Research Methods: Qualitative and Quantitative Approaches*, Pearson Education Limited.
- Denzin Norman K., and Lincoln Yvonna S., (2018). *The Sage Handbook of Qualitative Research*. Sage Publications, Inc. (5th ed.)

COMC004 –Organizational Behavior and Leadership

Masters of Commerce
Semester II
DSC - Core Paper
COMC004: Organizational Behavior and Leadership

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC - COMC004	Organizational Behavior and Leadership	3	1	0	4	NIL

Objective: This course aims to develop a comprehensive understanding of human behavior in organizational settings and the role of leadership in shaping organizational outcomes. It draws insights from Indian traditions to understand how people work, lead, and respond. The course also explores the role of a leader in digital workplace dynamics.

Learning Outcomes: By the end of the course, students will be able to:

- Explore core concepts of organizational behavior and leadership in traditional and digital contexts.
- Analyze the impact of personality, perception, motivation, and emotions on performance.
- Interpret team dynamics and group behavior in organizational settings including virtual teams.
- Evaluate leadership styles and their influence on organizational culture and outcomes.

Contents:

Unit I (14 hours)

Foundations of organizational behavior; Positive Organizational behaviour, Personality, Perception, Values, attitudes, Self and identity at work including impact of AI on work behavior; Indian perspectives on personhood (e.g., *Purusharthas, Trigunas, Karma theory*).

Unit II (10 hours)

Motivation theories: content and process; meaning of work, and work motivation; Indian perspectives on motivation: Nishkama Karma, Lokasangraha; Emotions and emotional intelligence at work, technology-mediated emotions.

Unit III **(10 hours)**

Group Dynamics; Cohesiveness and productivity; Agile Team Structures and Self-Managing Teams, Group Decision Making; Managing organizational conflict; Managing misbehavior at work.

Unit IV **(11 hours)**

Power, influence, and leadership in hybrid organizations; Leadership theories, Cross-cultural leadership styles, Ethical and spiritual leadership; Indigenous models: Krishna as a strategist, Rama as a moral exemplar, Chanakya's leadership principles.

Tutorial Exercise: Students will analyze a leadership case drawn from business, public service, or historical narratives (e.g., Gandhi, Narayana Murthy). A short group presentation will interpret the leader's style, ethical stance, and outcomes using OB frameworks.

Suggested Readings:

- Robbins, S. P., & Judge, T. (2021). Organizational Behavior. Pearson.
- Yukl, G. (2012). Leadership in Organizations. Pearson.
- McShane, S. L., & Von Glinow, M. A. (2021). Organizational Behavior. McGraw Hill.
- Sharma, S. (2012). Management in the Gita. Rupa.
- Hackman, J. R. (2002). Leading Teams. Harvard Business Review Press.
- Paul, R. Lawrence (1987). Historical Development in OB in Chapter 1, Handbook of OB by Jaw W Lorsch (ed) Englewood Cliffs, NJ: Prentice-Hall, 1-10
- Luthans, Fred. (2002). The need for and meaning of Positive Organizational Behaviour. Journal of Organizational Behaviour. 23. 695-706.
- Herzberg, F. (1968). One More Time: How Do You Motivate Employees. Harvard Business Review, 46 (1), 53-62.
- Daniel Goleman (1998). What makes a leader. Harvard Business Review, 76, 93-102.
- Avolio, B.J., Sosik, J.J., Kahai, S.S., & Baker, B. (2014). E-leadership: Re-examining transformations in leadership source and transmission. The Leadership Quarterly, 25(1), 105-131.

COMC005 – Corporate Governance and Business Ethics

Masters of Commerce
Semester II
DSC - Core Paper
COMC005: Corporate Governance and Business Ethics

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC - COMC005	Corporate Governance and Business Ethics	3	1	0	4	NIL

Objective: This course is designed to equip students with the ability to comprehend and design corporate governance frameworks, with a focus on stakeholder dynamics and assurance systems. It aims to prepare them with the knowledge and skills necessary for future leadership and board-level roles.

Learning Outcomes: Upon successful completion of this course, students will be able to:

- Develop a framework for effective corporate governance by understanding the roles and responsibilities of various stakeholders in large corporations, and how their interactions lead to different governance structures across countries.
- Serve effectively as board members, help build professional boards, and as senior managers, contribute to strengthening board performance.
- Establish and monitor systems that has strong financial oversight to prevent corporate fraud.
- Appropriately address ethical issues in business and governance, such as conflicts of interest and related party transactions.

Contents:

Unit I (15 hours)

Stakeholders & their Role; Board Architecture & Governance framework; Board leadership conflation, CEO succession & firm trajectory, Comparative analysis of governance systems globally.

Unit II (10 hours)

Theoretical Development of Corporate Governance: Ownership and control, Stakeholder Conflicts vs Harmonic Relations, Principal Cost Theory, Institutionalization of Corporate Governance: Scott's Pillars, Shareholder Primacy vs Stakeholder Legitimacy; Regulatory framework.

Unit III (10 hours)
Financial Oversight & Assurance systems; Internal control; IT governance; Reliability of financial statements; Audit Effectiveness & Accountability mechanism; Risk compliance & management; Related party transactions.

Unit IV (10 hours)
Business Ethics: Meaning and importance; Ethical theories and business decisions; Code of ethics, building an ethical culture ; Ethical dilemma in decisions; Stakeholder accountability channels, Crony capitalism and corporate funding.

Tutorial Exercises: Students will analyze contemporary case studies to understand the nuances of corporate governance, and examine the boards of listed companies from different countries, along with corporate governance reports, to evaluate board structures and their functioning

Suggested Readings:

- Cadbury, A. (1992). *Report of the committee on the financial aspects of corporate governance*. Gee Publishing.
- Companies Act, 2013. Parliament of India.
- De Falco, S. E. (2024). *Corporate governance: Theories, actors, and control systems in the age of new capitalism*. Springer.
- Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. *Australian Journal of Management*, 16(1), 49–65. <https://doi.org/10.1177/031289629101600103>
- Ferrell, O. C., & Fraedrich, J. (2022). *Business ethics: Ethical decision making & cases* (13th ed.). Cengage Learning.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behaviour, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305–360. [https://doi.org/10.1016/0304-405X\(76\)90026-X](https://doi.org/10.1016/0304-405X(76)90026-X)
- Jhunjhunwala, S. (2024). *Corporate governance: Creating value for stakeholders*. Palgrave Macmillan.
- Monks, R. A. G., & Minow, N. (2011). *Corporate governance* (5th ed.). John Wiley & Sons.
- Securities and Exchange Board of India (SEBI). (2015). *Listing Obligations and Disclosure Requirements Regulations, Chapter IV*. <https://www.sebi.gov.in>
- Sharma, J. P. (2016). *Corporate governance, business ethics and CSR*. Ane Publishing.
- Shleifer, A., & Vishny, R. W. (1989). Management entrenchment: The case of manager-specific investments. *Journal of Financial Economics*, 25(1), 123–139. [https://doi.org/10.1016/0304-405X\(89\)90099-8](https://doi.org/10.1016/0304-405X(89)90099-8)
- Tricker, B. (2019). *Corporate governance: Principles, policies, and practices*. Oxford University Press.

COMC006 – Strategic Financial Management

Masters of Commerce
Semester II
DSC - Core Paper
COMC006: Strategic Financial Management

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC- COMC006	Strategic Financial Management	3	1	0	4	NIL

Objective: This course aims to equip students with strategic and analytical tools essential for complex financial decision-making in organizations. It will help the students to develop the capability to critically assess and apply financial theories and models to real-world strategic financial challenges faced by business enterprises.

Learning Outcomes: On completion of this course, the student should be able to:

- Analyze strategic capital budgeting decisions under situations of complexities.
- Design capital structure policies and recognize its importance in the presence of market imperfections.
- Value equity and value firms using different techniques.
- Evaluate capital investment decisions with embedded options.
- Assess the impact of corporate restructuring on firm value.

Contents:

Unit I

(12 hours)

Strategic alignment of capital budgeting decisions; NPV vs. IRR conflicts, limitations of IRR and MIRR; Evaluation of mutually exclusive projects with unequal life spans; Impact of inflation; Capital budgeting under multiple constraints using mathematical programming; Risk analysis in capital budgeting: certainty equivalent and risk-adjusted discount rate approaches; sensitivity, scenario, simulation, and decision tree analyses.

Unit II

(12 hours)

Interrelationship between corporate strategy and financial policy; capital structure, cost of capital, and leverage; Capital structure theories: Trade-off theory, agency problems (debt overhang, short-sighted investment, asset substitution, reluctance to liquidate, agency cost of free cash flows), and information asymmetry (Ross signaling argument, Pecking Order Theory).

Unit III **(12 hours)**

Firm valuation: DCF models, estimating discount rates (levered vs. unlevered beta), cash flow projections; Dividend discount models; free cash flow valuation (to equity and firm); valuation of synergies and intangibles; valuation and financing of M&As, LBOs, spin-offs, divestitures; Relative valuation: price-to-fundamentals multiples, EV/EBITDA multiple; Managerial defenses against hostile takeovers.

Unit IV **(9 hours)**

Types of risk: securities, interest rate, foreign exchange; Use of derivatives for risk management: security, interest rate, and currency derivatives; Real options: option to expand, abandon, timing, flexibility, and operating options.

Tutorial Exercise: Students would be asked to analyze corporate financial decisions pertaining to evaluation of risk, restructuring and complex situations using spreadsheets. They would be required to value equity, real options and acquisition decisions using spreadsheets.

Suggested Readings:

- Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2022). *Principles of Corporate Finance*. McGraw Hill.
- Chandra, P. (2023). *Projects: Planning, Analysis, Selection, Financing, Implementation, and Review*. McGraw Hill India.
- Chandra, P. (2020). *Strategic Financial Management: Managing for Value Creation*. McGraw Hill Education (India) Private Limited.
- Damodaran, A. (2001). *Corporate Finance: Theory and Practice*. Wiley.
- Damodaran, A. (2012). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*. Wiley.
- Donaldson, G. (1961). *Corporate debt capacity: A study of corporate debt policy and the determination of corporate debt capacity*. Harvard Graduate School of Business Administration.
- Pandey, I. M. (2021). *Financial Management*. Pearson India.
- Saravanan, P., Sugavanam, J., & Jayaprakash, B. (2014). *Strategic Financial Management*. Oxford University Press.

4

Elective Courses

Year 1 of the 2-year programme

DSEG001 – Business, Society and Commerce

Masters of Commerce
Semester I
DSE – Elective Paper
DSEG001: Business, Society and Commerce

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE – DSEG001	Business, Society and Commerce	3	1	0	4	NIL

Objective: This course examines the interplay between business, commerce, and society. It introduces students to philosophical, sociological, and scriptural perspectives on commerce, focusing on its transformation in both historical and contemporary contexts.

Learning Outcomes: On successful completion of the course, students will be able to:

- Interpret the role of business as a social institution.
- Analyze cultural, historical, and ethical dimensions of commerce.
- Apply scriptural and philosophical frameworks.
- Evaluate social impacts of global, digital, and informal commerce.

Contents:

Unit I (12 hours)

Historical evolution of commerce in India; Commerce as a social institution; morality of markets; social contract and common good, legitimacy, and purpose of business. Gandhi's Sarvodaya, Kautilya's Arthashastra on regulation and ethics.

Unit II (10 hours)

Classical and contemporary philosophical perspectives on commerce; Commerce and the good life; Morality in business leadership and decision-making.

Unit III (11 hours)

Capitalism and its critiques: rethinking markets, institutions, and value; Public interest vs private gain: navigating competing logics; Economic Growth and Human well-being; Money-Happiness debate,

Unit IV (12 hours)

Institutions shaping commerce; Digital platforms, surveillance capitalism, and gig work ethics; Future of commerce: AI, minimalism, degrowth, and sustainable models.

Tutorial Exercise: Students will write a reflective assignment on contemporary issue in business. Class discussions will involve ethical dilemmas in the platform or informal economies.

Suggested Readings:

- Sandel, M. (2012). What Money Can't Buy: The Moral Limits of Markets. Penguin.
- Polanyi, K. (2001). The Great Transformation. Beacon Press.
- Rangarajan, L. N. (1992). Kautilya's Arthashastra. Penguin Classics.
- Bhagavad Gita (any edition) – Chapters on Karma Yoga and Svadharma.
- Zuboff, S. (2019). The Age of Surveillance Capitalism. PublicAffairs.
- Harari, Yuval N. (2024). Nexus - A Brief History of Information Networks from the Stone Age to AI. Penguin Random house.
- Sen, A. (1999). Development as freedom. Oxford University Press
- Smith, Adam. (1759). The Theory of Moral Sentiments. Penguin Classics
- Easterlin, R. A. (2001). Income and happiness: Towards a unified theory. Economic Journal, 111(473), 465–484.
- Stiglitz, J. E., Sen, A., & Fitoussi, J. P. (2010). *Mismeasuring our lives: Why GDP doesn't add up*. The New Press.
- Jackson, T. (2009). Prosperity without growth. UK. Earthscan.
- Piketty, T. (2014). *Capital in the Twenty-First Century*. Harvard University Press.

DSEG002 – Corporate Laws-Cases and Application

**Masters of Commerce
Semester II
DSE - General Paper
DSEG002 - Corporate Laws-Cases and Application**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- DSEG002	Corporate Laws-Cases and Application	3	1	0	4	NIL

Objective: This course aims to enhance critical thinking through the analysis of case laws related to corporate regulations, while applying the key provisions of Companies Act of 2013 and other prominent corporate laws, including their amendments and relevant notifications.

Learning Outcomes: On completion of this course, the student should be able to:

- To examine the regulatory aspects and the broader procedural framework involved in different types of companies covering the Companies Act, 2013 and the Rules there under.
- To critically evaluate the legal and procedural aspects relating to the company board, company meetings, and distribution of dividends.
- To analyze and apprehend the business decisions taken in company meetings with the implications of judicial pronouncements.
- To integrate the surveillance measures by SEBI and to evaluate the working of depositories, their functions, duties, and obligations, including participants therein for investor protection.

Contents:

Unit I (12 hours)

Background of company law: Relevance and reflections, Corporate Structures and its creation; Judicial doctrines and landmark judgements; Company in capital market: Prospectus; Share capital: Issue, its categories, alteration; Stock Splits & Buyback; Debt capital.

Unit II (11 hours)

Directors: Classification, Judicial pronouncements clarifying legal positions and powers of board; Disclosure of Interest; Related Party transactions; Company Board: Composition & its functioning, Key judgements involving managerial personnel; Class

action suits; Meetings of shareholders and board: Requisites & Contraventions.

Unit III (10 hours)

Dividends, Financial statements and accounting standards, XBRL, NFRA and Audit; Inspection, inquiry & investigation; Arrangements and Amalgamation, Prevention of oppression & mismanagement; Insolvency & Bankruptcy Code 2016: Corporate insolvency and resolution process, Liquidation v Resolution, Comparison of bankruptcy laws of USA, UK and India.

Unit IV (12 hours)

Depositories Act 1996: Rights and obligations of depositories; Participants, issuers and beneficial owners; Inquiry and inspections; Penalties.

SEBI Act, 1992: Formation, objectives, functions and powers of the SEBI; Insider trading; SEBI Guidelines for securities issues, monitoring and surveillance.

Tutorial Exercise: Students would be asked to analyze a real-world case studies and judicial pronouncements to highlight the key management or processual failures. They would be assigned with vulnerability and impact assessment of regulatory issues highlighted in the actual corporate world.

Suggested Readings:

- Kapoor, G.K. and Dhamija, Sanjay. (2025). Company Law- A comprehensive text book on Companies Act, 2013. Taxmann Publications Private Limited.
- Kershaw, D. (2012) Company Law in Context: text and materials. Oxford University Press.
- Sharma, J.P. (2023). Company Law. Bharat Law House Private Ltd.
- Singh, A. (2018). *Company law*. Eastern Book Company.
- Ramaiya, A. (2020) Guide to Companies Act, LexisNexis.
- SEBI Act, 1996.
- Depositories Act, 1992

DSEH001 – Digital Transformation in Human Resource Systems

Masters of Commerce
Semester I
DSE – OB & HR
DSEH001- Digital Transformation in Human Resource Systems

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- DSEH001	Digital Transformation in Human Resource Systems	3	1	0	4	NIL

Objective: This course explores how digital technologies are reshaping Human Resource Management across functions such as recruitment, learning, performance, engagement, and analytics. It situates digital HR within the broader transformation of work and organizations in the era of Industry 4.0, artificial intelligence, and hybrid work models.

Learning Outcomes: By the end of the course, students will be able to:

- Analyse the concepts and drivers of digital transformation in HR.
- Analyze digital platforms and tools used across HRM domains.
- Evaluate the implications of people analytics, AI, and algorithmic decision-making.
- Design interventions or readiness frameworks for digital HR adoption in organizations.
- Reflect critically on the ethics, fairness, and strategic alignment of digital HR practices.

Contents:

Unit I (12 hours)

Understanding digital transformation in HRM, Drivers of transformation, Industry 4.0 and the evolving role of HR. Digital HR maturity models and strategic alignment. Ethical and cultural implications of technology adoption in HR. Data literacy, statistical thinking, business intelligence fundamentals.

Unit II (11 hours)

Human Resource Information Systems (HRIS), e- recruitment and applicant tracking systems, digital onboarding tools, performance management apps, learning

management systems (LMS), employee engagement apps, chatbots, and mobile HR interfaces. Integration challenges and user adoption.

Unit III (11 hours)

People analytics and data-driven HR; Algorithmic decision-making in recruitment, appraisal, and promotion. Fairness, transparency, and bias in AI tools. Metrics and KPIs in digital HR. Building a data-driven culture in HR teams. Dashboard design, storytelling with data, and ethical concerns.

Unit IV (11 hours)

Future of work and digital HR strategy; gig economy, hybrid work models, flexible employment, Designing digital HR strategies for resilience and agility, HR professionals as digital change agents.

Tutorial Exercise: Students will conduct a digital HR audit (real or hypothetical) of an organization to evaluate its digital maturity, identify gaps, and propose a roadmap or intervention. Presentations will be peer-reviewed in class.

Suggested Readings:

- Caldwell, R. (2022). *HR Analytics and Digital HRM*. Routledge.
- Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading Digital*. Harvard Business Review Press.
- Levy, S. (2018). *People Analytics: How social sensing technology will transform business and what it tells us about the future of work*. Harvard Business Review Press
- Manuti, A, de Palma, Pasquale D. (2023). *Digital HR- A Critical Management Approach to the Digitalization of Organizations in the New Normal*, Palgrave Macmillan
- Schwab, K. (2016). *The fourth industrial revolution*. World Economic Forum.
- Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: Four decades of research on adoption and consequences. *The International Journal of Human Resource Management*, 28(1), 98–131.
- Scully-Russ, E. (2019). Industry 4.0 and HRD: The people dimension of digital transformation. *Human Resource Development International*, 22(1), 5–13.

DSEH002 - Organizational Development and Change Management

Masters of Commerce
Semester II
DSE – OB & HR
DSEH001-Organizational Development and Change Management

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE-DSEH002	Organizational Development and Change Management	3	1	0	4	NIL

Objective: This course offers a critical and nuanced exploration of planned organizational change as both a behavioral and structural process. It situates Organizational Development (OD) within the broader social, economic, and technological transformations of the workplace. Drawing from systems thinking, behavioral science, and Indian philosophical perspectives, it aims to foster ethical and inclusive change leadership.

Learning Outcomes: By the end of the course, students will be able to:

- Comprehend the philosophical and theoretical foundations of OD and change management.
- Critically assess intervention models and organizational diagnostics.
- Reflect on the human and ethical dimensions of change including resistance, emotions, and power.
- Apply OD strategies in digitally transforming, multicultural, and value-driven organizations.

Contents:

Unit I (12 hours)

Origins and evolution of OD; behavioral science and systems perspective. OD values: participation, human potential, ethical reflection. OD in the Indian context: Gandhian decentralization, self-management (Swarajya), and ethical leadership. Role of internal and external OD consultants; professional dilemmas.

Unit II (11 hours)

Diagnostic frameworks: Force Field, Weisbord's Six Box, McKinsey 7-S. Action Research: stages, collaboration, and learning cycles. Collecting and analyzing organizational data: surveys, observation, interviews. Reflective practice and dialogic OD.

Unit III (10 hours)

Individual and group-level interventions: coaching, feedback, team building. Structural and strategic interventions: job redesign, culture change, organizational learning. Appreciative Inquiry and positive deviance. Incorporating indigenous traditions: circle processes, storytelling, collective sense-making.

Unit IV (12 hours)

Models of change: Lewin, Kotter, Satir, and Bridges' Transition. Resistance and emotion in change: empathy, psychological safety, and compassion. Change in digital and hybrid workspaces; agile and design thinking. Institutionalization and sustaining change: rituals, stories, symbolic frames.

Tutorial Exercise: Each student group will select a real-life organizational change case (from public, private, or NGO sector) and present a critical OD diagnosis and a proposed intervention strategy. Emphasis will be placed on values, ethics, resistance, and power relations.

Suggested Readings:

- Cummings, T. G., & Worley, C. G. (2020). Organization Development and Change. Cengage.
- French, W. L., & Bell, C. H. (2006). Organization Development: Behavioral Science Interventions. Pearson.
- Kotter, J. P. (1996). Leading Change. Harvard Business Review Press.
- Cooperrider, D., & Srivastva, S. (1987). Appreciative Inquiry in Organizational Life. Research in Organizational Change and Development.
- Senge, P. M. (1990). The Fifth Discipline: The Art and Practice of the Learning Organization. Doubleday.
- Iyer, R. (2021). Gandhian Management: Theory and Praxis. Oxford University Press.

DSEA001 – Digital Accounting

Masters of Commerce
Semester I
DSE – Accounting
DSEA001- Digital Accounting

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE-DSEA001	Digital Accounting	3	0	1	4	NIL

Objective: The course aims to equip students with a comprehensive understanding of digital accounting systems, tools, and practices relevant to modern business environments. The students will gain practical skills in using leading accounting software for recording transactions, managing compliance (GST/TDS), payroll, and generating reports.

Learning Outcomes: On completion of this course, the student should be able to:

- Explain the role of IT and automation tools such as ERP, RPA, and cloud platforms in modern accounting.
- Use accounting software to record transactions, manage inventory, and generate basic accounting reports
- Handle GST, TDS, and payroll functions using digital tools.
- Identify key challenges and new trends in digital accounting like cybersecurity, blockchain, and AI, Green Accounting

Contents:

Unit I

(11 hours)

Digital Accounting, Benefits and limitations of Digital Accounting: Traditional vs. Digital Accounting Systems; Skillset of a digital accountant; Role of IT in Modern Accounting; Introduction to Cloud accounting, ERP (Enterprise Resource Planning), RPA (Robotic Process Automation), E-Invoicing, Digital Ledger, OCR; Government initiatives in digitization of accounting systems in India; Overview of Regulatory and Legal Framework for Digital Accounting in India

Unit II

(12 hours)

Overview of modern accounting software: (e.g. Tally Prime, Zoho Books, QuickBooks, Spreadsheet); Installation, Interface, and Configuration; Creating Company Accounts and Chart of Accounts; Recording Transactions: Sales, Purchases, Payments, Inventory management Receipts; Bank Reconciliation Process; Expense Tracking and Budgeting Tools; Cloud-based Storage and Data Backup

Unit III (12 hours)

GST and TDS configuration through software: creating service companies, enabling GST features, GST and TDS compliance - recording intra/inter-state purchases and sales, and generating GSTR-1 and GSTR-2 reports; Introduction to Payroll management, including features, creation of payroll masters, employee groups, units of work, attendance, pay heads, payroll vouchers, and generating payslips and pay sheets.

Unit IV (10 hours)

Challenges in Digital Accounting: Implementation, Cybersecurity issues etc; XBRL and Digital Financial Statements; Mobile-based accounting applications; Global Trends in Digital Accounting: IoT, Metaverse in financial management, Green Accounting Platforms, Blockchain; AI/ML in Predictive Accounting; International Practices in Digital Accounting.

Practical Exercise: Students will gain practical experience through hands-on assignments using appropriate accounting software tools, while developing a comprehensive understanding of modern accounting practices. Exercises will include company creation, transaction entry, GST setup, bank reconciliation, payroll configuration, and report generation. Mini-projects and case-based simulations will enhance real-world understanding of compliance, automation, and reporting. These activities aim to develop technical proficiency and business application skills in students.

Suggested Readings:

- Chatterjee, P. (2021). *Fundamentals of accounting software (TallyPrime)*. Dreamtech Press.
- Gelinas, U. J., Dull, R. B., & Wheeler, P. R. (2018). *Accounting information systems* (11th ed.). Cengage Learning.
- Romney, M. B., & Steinbart, P. J. (2021). *Accounting information systems* (15th ed.). Pearson.
- Saini, R. K. (2022). *GST and digital compliance: A practical guide*. Taxmann Publications.
- Turner, L., & Weickgenannt, A. (2020). *Accounting information systems: Controls and processes* (3rd ed.). Wiley.
- Warren, C. S., Reeve, J. M., & Duchac, J. E. (2018). *Financial accounting* (27th ed.). Cengage Learning.

DSEA002 – Advanced Management Accounting

**Masters of Commerce
Semester II
DSE – Accounting
DSEA002- Advanced Management Accounting**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- DSEA002	Advanced Management Accounting	3	1	0	4	NIL

Objective: The course aims to equip the students with the knowledge of concepts, methods and techniques of management accounting and enable them to use various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making.

Learning Outcomes: On completion of this course, the student should be able to:

- Comprehend the distinctions among financial, managerial, and cost accounting, and recognize the role and responsibilities of a management accountant.
- Identify cost according to their associated activities and apply costing techniques for computing cost of products or services.
- Prepare and analyze the income statements using variable costing and absorption costing and make various managerial decisions.
- Create different forms of budgetary statements, identify and control cost at a responsibility center assigned to a manager, analyze and report performance of the assigned responsibility center.

Contents:

Unit I (8 hours)
Nature and functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant; Cost concepts and classifications. Activity Based Costing - Concept and Uses; Flow of Costs in ABC; Traditional Costing System vs. ABC

Unit II (17 hours)
Preparation of Income Statements under variable and absorption costing. Cost-Volume-Profit (CVP) Analysis - Concept, Break-Even Analysis; Multiple Product Analysis; Optimal use of Limited Resources. Types of managerial decisions – Make/ Buy, Add/ Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix and Pricing Decisions.

Unit III (10 hours)

Nature and functions; Preparation of different types of budgets; Fixed versus Flexible Budgeting; Zero-based budgeting; Performance budget. Standard Costing - Concept, advantages; Types of standards; Variance analysis: Materials, Labour, Overheads, Sales variances, Managerial uses of variances.

Unit IV (10 hours)

Concept of divisionalisation; responsibility accounting; Responsibility centers; Responsibility performance reporting; financial measures of performance, Non-financial performance measures. Transfer Pricing: Concept, Objectives, Requisites, Methods of transfer pricing; Transfer pricing in multinational companies. Performance Measurement: Traditional performance measures and Balanced Scorecard.

Tutorial Exercise: Students may visit any factory or service provider and on this basis try to analyze the profitability of the product or service using the Activity-Based Costing method, and analyze break-even points using CVP analysis. The students may evaluate different decision-making techniques using real-life business cases.

Suggested Readings:

- Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2024). *Managerial Accounting* (18th ed.). McGraw Hill Education.
- Hilton, R. W., & Platt, D. E. (2023). *Managerial accounting: Creating value in a dynamic business environment* (13th ed.). McGraw Hill Education.
- Horngren, C. T., Sundem, G. L., Burgstahler, D., & Schatzberg, J. O. (2014). *Introduction to management accounting* (16th ed.). Pearson Education.
- Balakrishnan, Ramji, Sivaramakrishnan, K. & Sprinkle, Geoffrey B. (2008). *Managerial Accounting*. John Wiley and sons.
- Colin, Drury. (2001). *Management and Cost Accounting*. Thomson Learning.
- Davis, Charles E. & Davis, Elizabeth. (2013). *Managerial Accounting*. John Wiley and Sons.
- Lal, Jawahar (2016). *Advanced Management Accounting, Text, Problems and Cases*. S. Chand & Co., New Delhi.
- Maher, Michael W., Stickney, Clyde P. & Weil, Roman L. (2011). *Managerial Accounting, An Introduction to concepts, Methods and uses*. South-Western College Pub.

DSEF001 – Wealth Management

**Masters of Commerce
Semester I
DSE – Finance
DSEF001- Wealth Management**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE-DSEF001	Wealth Management	3	1	0	4	NIL

Objective: This course aims to equip students with the analytical skills necessary to make informed financial decisions. It intends to develop their ability to assess various financial scenarios and apply the most suitable instruments and strategies to effectively generate, manage, and preserve wealth.

Learning Outcomes: After studying this course the student will be able to:

- Evaluate the necessity, scope, and current status of financial wealth.
- Critically evaluate the investment instruments suitable for wealth creation in varied times spans.
- Apply appropriate financial instruments to manage personal and corporate wealth.
- Analyze investment in primary and secondary market to create passive income.

Contents:

Unit I

(12 hours)

Concept of wealth, personal and business wealth; Instruments of wealth creation - Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Gold & Bullion; Innovative investment products like Exchange Traded funds (ETFs), Real Estate Investment Trusts (Reits), Infrastructure Investment Trust (Invits), Alternative Investment funds for High net worth individuals, very high net worth individuals and ultra-high net worth individuals.

Unit II

(11 hours)

Application of compounding and indexing; Balancing Mutual Funds; Value Investing, Growth Investing, Contrarian Investing, Passive Investing, Income Investing, Applying CAGR, SIP/ SWP/ STP for wealth creation and management. Common Investing mistakes.

Unit III

(10 hours)

Concept of Initial Public Offer (IPO) FPO, Offer for sale, Private placement; IPO Process; Eligibility & Norms for IPO; Role of Credit Rating Agency; Categories of IPO- Traditional

and Contemporary.

Unit IV

(12 hours)

Critical analysis of investment instruments; Warren Buffet's approach of investing, Identification of competitive durable advantage of equity; Equity with moat; Fishers' investment strategy, Identification of common stocks with uncommon profits.

Tutorial Exercise: Students will select stocks, mutual funds, and other investments to build wealth, monitoring them in real-time on virtual platforms using financial calculators and AI tools.

Suggested Readings:

- Buffet, Marry and Clark, David (2011). *Warren Buffett and the Interpretation of Financial Statement*.
- Dorsey Pat, (2018), *The Five Rules for Successful Stock Investing*, Wiley
- Fisher, A. Philip (2010). *Common Stocks and Uncommon Profits*. Wiley.
- Griffin Tren, (2015), *Charlie Munger: The complete Investor*, Columbia Business School.
- Graham, Benjamin (2017). *The Intelligent Investor*.
- Khurshed, Arif (2016). *Initial Public Offerings: The mechanics and performance of IPOs*, Harriman House Publishing.
- Sarin.R, (2020) *Unlocking Wealth: Secrets to Getting Rich at Any Age*
- Spier, Guy (2014). *The Education of Value Investor*. Palgrave.

Suggested Websites:

- www.moneycontrol.com,
- www.morningstar.in,
- www.marketsmojo.com,
- www.yahoofinance.com,
- www.finology.in

DSEF002 – Security Analysis and Portfolio Management

**Masters of Commerce
Semester II
DSE – Finance
DSEF002- Security Analysis and Portfolio Management**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- DSEF02	Security Analysis and Portfolio Management	3	1	0	4	NIL

Objective: The course aims to equip the students with essential tools, techniques, models, and investment theory necessary to analyze securities and portfolios to make sound investment decisions and optimal portfolio choice.

Learning Outcomes: On completion of this course, the student should be able to:

- Test market efficiency and analyze stocks using fundamental and technical analysis.
- Analyze and value fixed income securities.
- Construct and evaluate portfolios using alternative models.
- Apply alternative asset pricing models to determine security and portfolio returns.

Contents:

Unit I (11 hours)

Fixed income securities: types, risk and return of fixed income securities, Bond fundamentals; Types of bonds; Valuation of bonds; Bond yields (yield to maturity, yield to call, realized annual yield); Bond price- yield relationship; Malkiel's theorem; Duration and its determinants; Convexity of a bond, its relationship with duration and determinants; Immunization strategies; Innovations in bond market.

Unit II (11 hours)

Efficient Market Hypothesis (EMH)- Forms of market efficiency and their implications, Empirical testing, Stock market anomalies; Approaches to security valuation; Fundamental analysis- Economy, Industry, Company Analysis (EIC framework); Technical analysis – Odd lot theory; Dow theory; Analyzing charts, patterns and indicators, Elliott wave theory: Impulse & corrective waves.

Unit III (12 hours)

Setting portfolio objectives, Risk-return analysis and impact of taxes and inflation, utility analysis, traditional and modern portfolio theory, single- and multi-index models, constant correlation models; Alternative portfolio selection models – safety first model, skewness preference model, and stochastic dominance models.

Standard Capital Asset Pricing Model (CAPM), non-standard forms of CAPM; Asset pricing theory and its extensions; Fama-French three factor and five factor models; Carhart Model; empirical tests of asset pricing models.

Unit IV (11 hours)

Simple buy and hold strategy, active portfolio management – Treynor – Black and Black Litterman models; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, sortino ratio, Information ratio and Fama's decomposition measure).

Futures- features, types and payoffs; Pricing of stock/market index futures; Options- features, types, styles, payoffs. Innovations in the derivatives market.

Tutorial Exercise: Students would be asked to create a portfolio of securities (fixed and equity) and analyze its performance using spreadsheets. They would be required to construct optimal portfolio strategies and value stock/market index, futures & options using spreadsheets and track it on real time virtual platforms.

Suggested Readings:

- Bodie, et al. (2020). *Investments*. McGraw Hill.
- Chandra, P. (2021). *Investment Analysis and Portfolio Management*. Tata McGraw Hill.
- Elton, E. & Gruber (2014). *Modern Portfolio Theory and Investment Analysis*. John Wiley and Sons.
- Farrell, J.L. (1996). *Portfolio Management: Theory and Application*. McGraw-Hill.
- Francis, J. and Ibbotson, R. (2002). *Investments: A Global Perspective*. Prentice Hall.
- Fischer, Donald E. & Ronald J. Jordan (2018). *Security Analysis and Portfolio Management*. PHI Learning.
- Grinold & Kahn (1999). *Active Portfolio Management*. McGraw Hill Professional.
- Haugen, R.A. (2000). *Modern Investment Theory*. Pearson Education.
- Hull, J.C. & Basu (2022). *Options, Futures and Other Derivatives*. Pearson.
- Mayo, Herbert B. (2006). *Investments*. Thomson South Western.
- Reilly, Frank K. & Brown, Keith C. (2012). *Investment Analysis and Portfolio Management*. Cengage Learning.
- Sharpe, William F. & Alexander, Gordon J. (2002). *Investments*. PHI Learning.

DSEI001 – International Trade Logistics

Masters of Commerce
Semester I
DSE – International Business
DSEI001- International Trade Logistics

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE-DSEI001	International Trade Logistics	3	1	0	4	NIL

Objective: The course is to provide students with a comprehensive understanding of the principles, practices, and strategic importance of logistics in the global trade environment. The course aims to equip learners with the knowledge and analytical skills required to manage international logistics operations effectively, including transportation modes, warehousing, packaging, inventory control, and containerization. Through real-world examples, case studies, and industry standards, the course prepares students to address logistical challenges and design efficient, compliant, and cost-effective trade logistics solutions.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Explain the evolution and components of international trade logistics and their relevance in global commerce.
- Identify and categorize types of warehouses, material handling systems, and inventory control techniques.
- Apply packaging and labelling standards to meet international trade regulations and market preferences.
- Assess different transportation modes, shipping systems, and containerization processes in an international logistics context.

Contents:

Unit I (10 hours)

Genesis of international trade logistics, Importance of Logistics in International trade, Key players in international logistics, Logistics Performance Index, National Logistics Policy, 7R's of logistics, Materials Management

Unit II (11 hours)

Warehousing: Definition, purpose and Type of Warehouses; Free Trade & Warehousing Zones: Concept and Functions, the case of Jebel Ali Free Trade Zone and its role in GCC logistics, Elements of Material Handling; Principles of Material Handling; Types of Material Handling - Equipment; Factors Affecting choice of Material Handling Equipment, Inventory Control: Definition, Purpose and Types of Inventory Control

Techniques

Unit III (12 hours)

Need of Packaging in Trade Logistics; Packing vis-a-vis Packaging; Packaging and Transport Hazards; Packing List/ Packing Note; Precautions in Use of Packaging Materials; Kinds of Packaging; Labeling in International Trade; Considerations in Labeling for International Trade; Labels and Preferences for Colors, Numbers and Shapes; Labels as Promotional Tool; European Eco Label for Clothing and Textiles; Markings of Export Consignments; Types of Marking; Increasing Role of CE Marking

Unit IV (12 hours)

International Transportation Modes (Ocean, Air, Rail, Road); Shipping (Liner vs Tramp), Chartering, Intermodal, Unimodal and Multi modal Transportation; Evolution of Containerization, development of containerization in India; Types of Containers (as Per ISO), Types of containers; Palletization, ISPM-15, Standardization of pallets; Unitization; Dry ports – Inland Container Depot, Container Freight Station

Tutorial Exercise: Student would be required to assignment on the practices of logistics management of select companies. Further, they would be required to have comparative exposure on international transportation practices.

Suggested Readings:

- Khurana, P. K. (2014). Export Management. Galgotia Publishing Co.
- Singh, R. (2015). International Trade Logistics. Oxford University Press.
- National Logistics Policy in India (2022). *Invest India*, <https://www.investindia.gov.in/team-india-blogs/national-logistics-policy-india>
- Rapid progress made in improving logistics (2023). Press Information Bureau, <http://pib.gov.in/PressReleasePage.aspx?PRID=1957407>
- PM GatiShakti National Master Plan & National Logistics Policy (2024). https://eodb.dpiit.gov.in/PublicDoc/Download/Ll6aNqvl4tSdLwMK0_ppp_WHzA_eee_eee_
- Logistics Performance Index Reports (2023). *World Bank*, <https://lpi.worldbank.org/>
- Global Container Shortage – An opportunity for India (2021). Invest India, <https://www.investindia.gov.in/team-india-blogs/global-container-shortage-opportunity-india>

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

DSEI002 – India and the Global Economy

Masters of Commerce
Semester II
DSE – International Business
DSEI002- India and the Global Economy

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- DSEI002	India and the Global Economy	3	1	0	4	NIL

Objective: The objective of the course is to acquaint the students with the evolving role of India in the global economic landscape, so that they develop an understanding of the policies and institutions that have shaped India's global engagements. The course will equip the students to identify opportunities and challenges for India in global trade and investment environment.

Learning Outcomes: On completion of this course, the student should be able to:

- trace the evolution of India's economic policy in the context of its engagement with the rest of the world;
- analyse India's trade and investment patterns and the policies driving trade and investment;
- evaluate India's role in major multilateral economic institutions;
- assess the prospects, opportunities and challenges arising for India from globalisation, regional integration and geopolitical realignments.

Contents:

Unit I (10 hours)

Evolution of global economic order (pre- and post-Bretton Woods); Globalization and implications for India; Structural transformation of the Indian economy post-liberalisation in 1991; Policy initiatives to boost India's economic dominance (e.g. Atmanirbhar Bharat, PLI, Start-up India)

Unit II (12 hours)

Composition and direction of India's trade – goods and services; Evolution of foreign trade policy of India; India's participation in bilateral and multilateral trade agreements; India's policies to promote exports and participation in Global Value Chains.

Unit III

(11 hours)

Trends in foreign investment flows to India; Evolution of Foreign Direct Investment (FDI) policy in India; FDI policies and India's investment climate; Indian multinational enterprises and global expansion; Trends in India's external debt and foreign exchange reserves.

Unit IV

(12 hours)

India's role and engagement with multilateral institutions (WTO, IMF, World Bank, and UNCTAD); India's participation in international forums for global cooperation (e.g. BRICS, G20, SCO); South-South cooperation; Global disruptions and challenges (Covid-19, trade wars, geopolitical realignments) and India's policy responses

Tutorial Exercise: Students would be asked to analyse trends and patterns of India's trade and investment in India. They can be provided examples of various global or regional economic scenarios to play role as policymakers to address challenges arising out of those scenarios.

Suggested Readings:

- Bhagwati, J. (2004). *In Defense of Globalization*. Oxford University Press.
- Jaishankar, S. (2024). *Why Bharat Matters*. Rupa Publications, India.
- Panagariya, A. (2010). *India: The Emerging Giant*. Oxford University Press.
- Srinivasan, T.N., & Tendulkar, S. (2003). *Reintegrating India with the World Economy*. Peterson Institute for International Economics.
- Government of India. *Economic Survey*. Ministry of Finance, Department of Economic Affairs (latest edition).
- Government of India. (2023). *Foreign trade policy 2023–2028*. Ministry of Commerce & Industry.
- UNCTAD (various years). *World Investment Report*.
- Reserve Bank of India. *Handbook of Statistics on Indian Economy* (latest edition).

DSEM001 – Digital Marketing

**Masters of Commerce
Semester I
DSE – Marketing
DSEM001- Digital Marketing**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE - DSEM001	Digital Marketing	3	1	0	4	NIL

Learning Objective: The course aims to provide knowledge to the students regarding the analytical and theoretical framework to explore the emerging world of Digital Marketing. It will give the exposure to the students about the concepts, tools, techniques and relevance of digital marketing in the current scenario and also enables them to practical application of the Digital Marketing tools.

Learning Outcomes: After completion of course, learners will be able to:

- Conceptualize, test continuously to optimize the product search on different digital platforms.
- Drive traffic to a website and will be critically evaluating the effectiveness of an online campaign to improve the Return on Investment for any digital marketing program.
- Explore significant digital marketing tools, like, SEO, on-page optimization, off-page optimization, social media platforms, online advertising, blogging etc.
- Use AI in Digital Marketing.
- Recognize the concept of digital marketing and its role in overall branding and marketing of products and services.

Unit I

(10 hours)

Concept, Scope and Importance of Digital Marketing, Traditional Marketing vs Digital Marketing, Understanding the strategic need for digital and social media marketing, Digital marketing plan and strategy, Personas in Digital Marketing, Developing, Using and Refining Personas, The Personas and User Journeys, Consumer Journey Mapping Frameworks, Digital Marketing Mix and Digital Models, Case-based Discussions.

Unit II (12 hours)

SEO and it's working, On-page and Off-page SEO, Keyword research techniques, Technical SEO, Mobile SEO, Social SEO, Local SEO, and International SEO, SEO Audits, SEO Tools, etc., Improving website ranking, Google AdWords, Google Ad Campaign, Google Analytics, (PPC) Pay Per Click.

Unit III (10 hours)

Social Media Optimization, its Benefits, Different Platforms, Affiliate Tracking on a Website, Handling Affiliates, Handling Fraudulent Transactions, Tips and Tricks, The P.O.E.S.M. Framework, Facebook marketing, YouTube and Video marketing, X Marketing, Instagram Marketing: types and strategies.

Unit IV (13 hours)

Introduction of Artificial Intelligence in Marketing, AI working, Benefit of AI in Marketing Automation, Content creation with AI, AI Tools available for Digital marketing, Understanding Visitors' Behaviour using Multiple Metrics, Slicing and Dicing Data, Understanding Growth Patterns, Building a Marketing Strategy through Traffic Patterns, Channel Performance, Setting Goals, and Creating Reports and Dashboards, Measuring ROI as an Integrated Approach and Strategy Creation

Tutorial Exercises: The students would be asked to examine the important tools to collect data using bulk downloads, tapping APIs, and scraping web pages. They would be designing e-mail marketing campaigns using mail chimp or other free software available online and also advertising campaign and run it on various social media handles like, Facebook, Instagram, X, LinkedIn, etc.

Suggested Readings:

- Kumar and Kaur (2023). Digital Marketing, Taxmann publications.
- Maity, M. (2022). *Digital Marketing*. Delhi, India: Oxford Universty Press.
- Kapoor, N. (2021). *Concept Building Approach to Digital Marketing*. Delhi, India: Cengage Learning India Pvt. Ltd.
- Hartman, K. (2020). *Digital Marketing Analytics: In Theory and In Practice* (Black & White Print Version). (n.p.): Independently Published.
- Mathur, V., & Arora, S. (2020). *Digital Marketing*. Delhi, India: PHI Learning Pvt. Ltd.
- Hemann, C. & Burbary, K. (2018). *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*. United Kingdom: Pearson Education, Incorporated.
- Sponder, M. & Khan, G. F. (2017). *Digital Analytics for Marketing*. United Kingdom: Taylor & Francis.

- Kotler, P., Kartajaya, H & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. Wiley.
- Winston, W.L. (2016). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley.
- Ian, Dodson I. (2016). *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley.
- Kotler, P., Kartajaya, H & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. Wiley.
- Winston, W.L. (2016). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley.
- Ian, Dodson I. (2016). *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley.

DSEM002 – Consumer Behavior

**Masters of Commerce
Semester II
DSE – Marketing
DSEM002- Consumer Behavior**

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSC - DSEM002	Consumer Behaviour	3	1	0	4	NIL

Objective: The course offers an in-depth understanding of consumer buying processes and the various factors that influence them. It focuses on applying this knowledge to support effective and strategic marketing decision-making.

Learning Outcomes: On completion of this course, the student should be able to:

- Examine consumer behaviour and its relationship with key marketing concepts.
- Analyse the process of consumer decision-making and apply it in marketing contexts.
- Describe the psychological and personal variables that influence consumer behaviour.
- Evaluate the relationship between attitudes and behaviour through relevant theoretical models.
- Explain the socio-cultural factors that shape consumer decision-making.

Contents:

Unit I

(10 hours)

Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and the marketing concept; Emerging Indian consumer trends; Consumer research – overview of process, complexities and ethical issues.

Unit II

(12 hours)

Buying motives and theories of motivation; Consumer buying process; Stages and levels of consumer decision making; Theories of motivation and their application; Perception, perceptual mapping and positioning; Learning theories and attitude formation and change, Personality, psychographics, lifestyle and consumer involvement, Consumer sentiment analysis and AI-driven profiling.

Unit III

(12 hours)

Family, household, and family life cycle influences; Reference groups, opinion leaders and word-of-mouth communication; Social class and social stratification in India; Cultural and sub-cultural influences on consumer behaviour; Consumer socialization and inter-generational influences; Cross-cultural consumer behaviour in globalized digital markets, Digital communities, influencers and identity consumption.

Unit IV

(11 hours)

Overview of contemporary models: deterministic and probabilistic approaches; Major consumer behaviour models; Business buying behaviour: characteristics and processes; Application of consumer behaviour insights in marketing strategy, Sustainable consumption and green consumerism.

Tutorial Exercise: Students would be asked to perform case analysis on consumer decision-making process and design marketing mix strategies for various types of product and service categories.

Suggested Readings:

- Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2021). *Consumer behavior* (12th ed.). Pearson Education India.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2020). *Consumer behavior* (12th ed.). Cengage Learning.
- Hawkins, D. I., Mothersbaugh, D. L., & Mookerjee, A. (2023). *Consumer behavior: Building marketing strategy* (15th ed.). McGraw-Hill Education.
- Solomon, M. R. (2024). *Consumer Behavior: Buying, Having, and Being* (14th ed.). Pearson.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2023). *Marketing 5.0: Technology for Humanity*. Wiley.
- Tuten, T. L., & Solomon, M. R. (2024). *Social Media Marketing* (4th ed.). Sage.
- Assael, H. (2004). *Consumer behavior and marketing action* (8th ed.). South-Western Cengage Learning.
- Paul, P. J., & Olson, J. C. (2005). *Consumer behavior and marketing strategy* (7th ed.). McGraw-Hill Education.

5 Skilled Based Courses

COMSBC01 - Financial Planning

Master of Commerce
Semester I
Skill Based Course: Financial Planning

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMSBC01	Financial Planning	1	0	1	2	NIL

Objective: The Course in Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

Learning Outcomes: After studying this course, the student will be able to:

- Critically evaluate the premise of financial planning, the investment instruments suitable for attaining different financial goals.
- Apply appropriate financial instruments to manage individuals' finances and make roadmap to financial independence.
- Examine the alternatives of large financial purchase, retirement and credit planning.

Contents:

Unit I (8 hours)

Financial planning process and life cycle approach, Ascertainment of financial goals; Application of investment alternatives in financial plans: debt, equity, mutual funds. Critical analysis of investments, Insurance and tax saving instruments; Use of compounding in financial plans, Integrating SIP/ SWP/ STP in financial plan, Risk identification and assessment for individual; Managing Investment Risk, Assessing appropriate life insurance and health insurance; Primary clauses in life and healthcare insurance agreement.

Unit II (7 hours)

Assessment of credit; Consumer and housing finance; EMI: Calculations & Long-term Impact; Credit card management; Reverse mortgage; Credit history, Retirement

solutions, Critical analysis of retirement planning, pension plans including taxes and inflation. Application of compounding and indexing; Building financial plans using spreadsheets.

Note: Relevant software will be used for pedagogical purpose. Each Unit will have exercises based on virtual platform in sync with actual markets on real time basis.

Practical Exercises: Student will ascertain financial goals and map the most suitable instruments based on individual risk profile, examine the CAGR of debt funds, large, mid, small, multi, flexi Cap funds and risk associated. Highlight the entry, exit and holding of funds, examine rent or buy decisions for large purchases, estimate appropriate time to minimize the cost of large purchase.

Suggested Readings:

- Bogle. C John, (2017) *The little book of common sense investing*, Wiley
- Hagstrom G Robert, (2019), *The warren buffet way*, third edition, Wiley
- Madura, Jeff (2016). *Personal Finance*. Pearson.

Use the following websites to create virtual plans and track them on real basis.

www.moneycontrol.com,

www.valueresearch.com,

www.Finology.in

www.yahoofinance.com ,

www.screener.in,

COMSBC02 - Modelling for Financial Decisions

Master of Commerce
Skill Based Course: Modelling for Financial Decisions

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMSBC02	Modelling for Financial Decisions	1	0	1	2	NIL

Objective: To provide hands-on learning on financial modelling using spreadsheets for Business Analysis. Also, build dynamic financial models to assist the management to make necessary financial decision.

Learning Outcomes: On completion of this course, the student should be able to:

- Analyze models for making capital budgeting decisions and evaluate capital structure for the business.
- Apply modelling tools and techniques for pricing bonds, securities, portfolios and options.

Contents:

Unit I (8 hours)

Financial modeling and application, tools for modeling, steps of modeling, Structure and Challenges; Projected discounted cash flows, DCF valuation, Pay Back Period, NPV and IRR; Necessary Projections, Data Tables, Sensitivity Analysis and Scenario Analysis, Project cost simulation – Complete Model for capital budgeting decisions, Modeling Financial Leverage, capital structure and weighted average cost of capital

Unit II (7 hours)

Modeling Price and Yield for different types of bonds; modeling dynamics of bonds, interest rate risk modeling and prediction of prices – duration and convexity, developing models to determine and analyze security risk and return; Portfolio Risk and Return; and Efficient Frontier, Developing financial models for pricing Binomial Options and Black-Scholes model.

Practical Exercise: Students would be asked to extract companies historical stock prices and build a portfolio. They can analyze the optimum portfolio they should hold using variance covariance analysis.

Suggested Readings:

- Beninga, S. and Mofkadi, T. (2022). *Financial Modeling*. MIT Press.
- Day, A.L. (2012). *Mastering Financial Modeling*. Pearson Education.

- Moschella, J. (2017). *Financial Modeling for Equity Research: A Step-by-Step Guide to Earnings Modeling*. Gutenberg Research Publishing.
- Proctor, K.S. (2004). *Building Financial Models with Microsoft Excel*. John Wiley & Sons.
- Sengupta, C. (2011). *Financial Modeling using Excel and VBA*. John Wiley & Sons.
- Tija, J.S. (2018). *Building Financial Models*. McGraw Hill.

COMSBC03 - Applied Econometrics

Master of Commerce Skill Based Course: Econometrics

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMSBC03	Applied Econometrics	1	0	1	2	NIL

Objective: The objective of this course is to acquaint learner with the application of econometric theory and methods to the economic relationships for informed decision making.

Learning Outcomes: On completion of this course, the learner should be able to:

- Comprehend the basic theories and methods of Econometrics.
- Apply the knowledge of econometric methods to solve real life problems.

Contents:

Unit I (8 Hours)

Introduction to Econometrics; Simple linear regression- two variable and multi variable; ordinary least square (OLS) Method and its assumptions; Dummy variable regression models; Violation of Assumptions of OLS.

Unit II (7 Hours)

Introduction to qualitative response regression models- Logit and Probit; Introduction to time series econometrics- Stationarity and Unit Root, ARIMA

Practical Exercises: (30 Hours)

The learners are required to:

1. Download 10-year historical data of any bond. Construct an AR(1) mean equation. Determine if the regression errors are normally distributed using its descriptive statistics, Histogram and Jarque-Bera test.
2. Extract historical data for any index and test the presence of heteroskedasticity using White Test.
3. Collect data on the prices and customer ratings of smartphone models. Create a dummy variable Brand_Premium which equals 1 if the phone is from a premium brand and 0 otherwise. Run a regression of Price on Customer_Rating and Brand_Premium to analyze how both product quality perception and brand category affect pricing.
4. Survey 50 individuals about whether they purchased a specific product after seeing an online advertisement (Purchased: 1 = yes, 0 = no). For each respondent, record how many times they saw the ad (Ad_Views), their age (Age), and whether they follow the brand on social media (Follows_Brand: 1 = yes, 0 =

- no). Run a logistic regression with Purchased as the dependent variable and Ad_Views, Age, and Follows_Brand as independent variables. Analyze which factors significantly influence the likelihood of a purchase decision.
5. Download past 15 years' quarterly data of India's GDP and GDP growth rate. Check for the stationarity of both the series using ADF test. Forecast the GDP for the next quarter using ARIMA.

Suggested Readings:

- Angrist, J. D., & Pischke, J.-S. (2009). *Mostly harmless econometrics: An empiricist's companion*. Princeton University Press.
- Athey, S., & Pakes, A. (2007). *Econometric tools for analyzing market outcomes*.
- Gujarati D.N. and Porter D.C. (2010). *Essentials of Econometrics*. McGraw Hill, International Edition
- Hill, R.C., Griffiths, W.E. and Lim, G.C. (2024). *Principles of Econometrics*. Wiley.
- Koutsoyiannis, A. (2001). *Theory of Econometrics*, Mc Millan Press Ltd.
- Maddala G.S. (1997) *Econometrics*. McGraw Hill.
- Studenmund A.H. (2017). *Using Econometrics: A Practical Guide*. Pearson Education Ltd.
- Wooldridge, J. M. (2025). *Introductory econometrics: A modern approach*. Cengage Learning.

COMSBC04 - Trade Analytics

Master of Commerce Skill Based Course: Trade Analytics

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMSBC04	Trade Analytics	1	0	1	2	NIL

Objective: The objective of the course is to equip learners with the ability to systematically analyse international trade data using quantitative methods and trade indices. Students will learn to identify and interpret key trade performance indicators. They will also gain practical skills in data pre-processing, visualization, and predictive Modelling.

Learning Outcomes: After the completion of the course, the learners will be able to:

- identify the key data sources and classify the international trade data
- analyse and interpret trade performance indices
- apply descriptive and predictive analytics tools to analyse trade patterns
- design visual and statistical trade dashboards using tableau

Contents:

Unit I (7 Hours)

Key Indices to measure trade competitiveness - Revealed Comparative Advantage, Export Import Concentration (Herfindahl-Hirschman Index (HHI); Theil Index), Trade Complementary Index; Data Sources – bilateral and multilateral trade data, HS Codes.

Unit II (8 Hours)

Public Databases (UN Comtrade, ITC Trade Map, World Bank WITS). Data Cleaning and pre-processing, Descriptive and predictive analysis (seasonal and trend analysis), Data Visualization.

Practical Exercises:

- Download and clean trade data from UN Comtrade or ITC; standardize HS codes, currencies, and handle missing values.
- Compute Revealed Comparative Advantage for selected products and analyse export competitiveness.

- Measure export concentration using the Herfindahl-Hirschman Index across products and partners.
- Assess the compatibility of export supply with import demand between two countries.
- Create an interactive dashboard showing top products, partners, and trade trends using Tableau or Power BI.
- Compile a trade profile using indices, analytics, and visualizations; summarize insights in a professional report.

Suggested Readings:

- WTO World Trade Report
- OECD Trade Policy Papers

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

COMSBC05 - Retail Formats

Master of Commerce
Skill Based Course : Retail Formats

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMSBC05	Retail Formats	1	0	1	2	NIL

Objective: The objective of the course is to acquaint students with the importance of retail management and its impact on customer and supplier relationship management. The students would explore different types of retail stores, their characteristics, and how they cater to specific customer needs.

Learning Outcomes: On completion of this course, the student should be able to:

- comprehend the importance of retail management and its influence on consumer and supplier loyalty.
- develop marketing competencies in retailing to become a successful retailer and to take a successful decision.
- analyze the factors behind emerging trends in retailing.
- become informed and strategic retail professionals.

Contents:

Unit I

(7 hours)

Meaning, Nature, Scope, Objectives, Types of retail formats, Modern retail formats, Theories of Retailing, Developments in retailing in Indian perspective. Emerging trends in retailing.

Unit II

(8 hours)

Retail marketing mix, Advertising and sales promotion, Choosing a store/retail location, Store planning, Inventory management, Customer relationship management, Supplier relationship management, Importance of E-retailing.

Practical Exercise: Students would be asked to visit different retail stores and analyse the retail technologies used in those stores. Students would do customer surveys or reviews to identify areas for improvement in those stores. They would be asked to analyse different retail layouts and suggest to optimize retail space in the most effective way and to bring customer delight.

Suggested Readings:

- Berman, B., and Evans, J.R. (2007). *Retail Management: A Strategic Approach*, Prentice Hall.

- Berman, B., and Evans, J.R., Chatterjee, P. (2017). *Retail Management: A Strategic Approach*, Pearson.
- Vedamani, G.G. (2003). *Retail Management: Functional Principles and Practices*, Jaico Publishing House.
- Levy, M. and Weitz, B.A. (2017), *Retailing Management*, McGraw Hill Higher Education.
- Davidson, W.R., Sweeney, D.J., and Stampfl, R.W. (1988). *Retailing Management*, John Wiley & Sons.

COMSBC06 - Decoding Union Budgets

Master of Commerce Skill Based Course: Decoding Union Budgets

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMSBC06	Decoding Union Budgets	1	1	0	2	NIL

Objectives: This course is to enable students to critically analyze and understand the structure, components, and socio-economic implications of the Union Budget of India. The course will equip learners with a comprehensive understanding of the taxation aspects of the Union Budget, including tax policy formulation, direct and indirect tax structures, and their implications on the economy and different stakeholders.

Learning Outcomes: After the completion of the course, the learners will be able to:

- Analyze key budgetary components and their macroeconomic impact.
- Interpret tax proposals in the budget and their macroeconomic implications.
- Critically evaluate budget priorities and their implications for development.
- Evaluate the socio-economic impact of tax policies on individuals, businesses, and government finances.

Contents:

Unit I (15 Hours)

Government Budgets- Structure, Component, Key Terminologies; Fiscal Policy and Taxation; Structure of tax revenue in union budgets; Constitutional provisions for taxation

Unit II (15 Hours)

Economic Survey and Budget Linkages; Analyzing the Budget Speeches; Sectoral Impact; Trend and Issues in Indian Fiscal Policy; Analyzing tax proposals; Evaluation of economic and social impact of taxation

Tutorial Exercise: Students would be asked to compare the provisions of budget of different years. Further, they would be required to analyze the implications of budget provision on tax structure vis-à-vis Indian Economy.

Suggested Readings

- Union Budget Documents (Ministry of Finance)
- Economic Survey of India

Note: Suggested readings will be updated by the Department of Commerce and uploaded on Department's website.

6 Generic Elective Courses

COMGE01 – Management and Organizational Behavior

Master of Commerce
Generic Elective Course: Management and Organizational Behavior

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE01	Management and Organizational Behavior	3	1	0	4	NIL

Objective: This course introduces foundational concepts of management and organizational behavior to students from diverse academic backgrounds. It is designed to cultivate an understanding of how organizations function, how people behave in work settings, and how effective managers lead, communicate, and motivate teams. Drawing on examples from public life, Indian traditions, and contemporary practice, the course emphasizes accessible learning for non-specialists.

Learning Outcomes: Upon successful completion of this course, students will be able to:

- Comprehend the principles and functions of management.
- Explain key behavioral processes affecting individuals and teams.
- Demonstrate basic competencies in motivation, leadership, and communication.
- Recognize ethical, social, and cultural dimensions of organizational life.
- Apply insights to student initiatives, community projects, and early career experiences.

Contents:

Unit I (12 hours)

Fundamentals of management: evolution, levels and roles of managers, skills and competencies. Functions of management: planning, organizing, staffing, directing, and controlling. Contemporary trends: sustainability, diversity, digital work. Indian contributions to management: Kautilya on organization, Gandhi on trusteeship.

Unit II (11 hours)

Introduction to organizational behavior: individual behavior and differences. Personality and perception in decision-making. Values, attitudes, and learning. Caselets on student life and behavioral biases.

Unit III (11 hours)

Motivation: Maslow's hierarchy, Herzberg's two-factor theory, and contemporary perspectives. Leadership: types, traits, and styles. Communication: types, barriers, feedback mechanisms. Cultural and gender sensitivity in work environments.

Unit IV (11 hours)

Group and team dynamics: group formation, decision-making, cooperation vs. competition. Conflict: nature, sources, and resolution. Organizational ethics and values. Introduction to emotional intelligence and self-leadership. Indian approaches to self-mastery and discipline (Yoga, Gita, Jain principles).

Tutorial Exercise: Students will form cross-disciplinary teams to design a "student-led initiative" (e.g., a campus event, community outreach, or digital campaign), applying concepts of motivation, leadership, communication, and ethical planning.

Suggested Readings:

- Robbins, S. P., & Coulter, M. (2022). *Management*. Pearson.
- Griffin, R. W. (2019). *Organizational Behavior*. Cengage.
- Jones, G., & George, J. (2021). *Essentials of Management and OB*. McGraw Hill.
- Sivakumar, A. (2021). *Indian Ethos in Management*. PHI.

COMGE02 – Basics of Accounting

Master of Commerce Generic Elective Course: Basics of Accounting

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE02	Basics of Accounting	3	0	1	4	NIL

Objective: This course is designed to provide students with a fundamental understanding of accounting principles, concepts, and procedures. It aims to develop the ability to systematically record, classify, and summarize financial transactions. The course also prepares students to interpret basic financial information for effective decision-making in business context.

Learning Outcomes: Upon successful completion of this course, students will be able to:

- Demonstrate a clear understanding of fundamental accounting concepts and principles.
- Accurately record and classify financial transactions using appropriate accounting methods.
- Prepare key financial statements including trading and profit and loss account and balance sheet using computerised accounting
- Analyse and interpret basic financial data to support informed business decisions.

Contents:

Unit I (12 hours)

Meaning and scope of Accounting; Accounting as an information system; An overview of Artificial Intelligence and Data Analytics in Accounting; Accounting Concepts, Principles and Conventions; Accounting Policies; Fundamental Accounting Assumptions as per AS 1; Accounting as a measurement discipline- valuation principles, accounting estimates; Accounting Standards; Ind AS and IFRS; Accounting Process; Bank Reconciliation Statement.

Unit II (10 hours)

Business Income: Revenue Recognition as per AS 9; Valuation of Inventory as per AS 2; Accounting for Property, Plant and Equipment with reference as per AS-10, Accounting for Intangible Assets as per AS 26.

Unit III (10 hours)

Financial Statement Analysis: objectives, importance and limitations; Tools for Financial Statement Analysis; Accounting Ratios; AS-3 Cash Flow Statement,

Accounting Ethics and Corporate Governance

Unit IV **(13 hours)**

Role of Accounting Software in Modern Business; Overview of digital accounting platforms and their business application, Bank reconciliation, GST and tax compliance, Inventory management and Payroll processing in accounting software.

Practical Exercise: Students shall be required to analyse the financial statements of selected listed companies to analyse their performance and conduct ratio analysis. The students may evaluate the applicability of accounting standards using real business case studies.

Suggested Readings:

- Wood, F., & Sangster, A. (2021). *Business accounting (Vol. 1)* (15th ed.). Pearson Education.
- Libby, R., Libby, P. A., & Hodge, F. D. (2022). *Financial accounting* (11th ed.). McGraw-Hill Education.
- Warren, C., Jones, J. P., & Tayler, W. B. (2020). *Survey of accounting* (9th ed.). Cengage Learning.
- Horngren, C. T., Harrison Jr., W. T., & Pearson, T. C. (2019). *Financial accounting* (12th ed.). Pearson Education.
- Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2022). *Financial accounting: IFRS edition* (5th ed.). Wiley.
- Alexander, D., & Nobes, C. (2020). *Financial accounting: An international introduction* (7th ed.). Pearson Education.

COMGE03 – Indian Ethos and Leadership

Master of Commerce Generic Elective Course: Indian Ethos and Leadership

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE03	Indian Ethos and Leadership	3	1	0	4	NIL

Objective: This course aims to introduce students to the ethical, philosophical, and leadership traditions rooted in Indian civilizational thought. Drawing on texts such as the *Bhagavad Gita*, *Arthashastra*, *Ramayana*, and Jain-Buddhist teachings, the course explores timeless principles of leadership, duty, self-mastery, and service. Contemporary relevance is highlighted through case studies and reflections on public, business, and social leaders.

Learning Outcomes: After completing this course, students will be able to:

- Explore the philosophical foundations of Indian ethos and its relevance to leadership.
- Interpret concepts such as dharma, karma, self-discipline, and ethical responsibility.
- Reflect on indigenous leadership models and contrast them with Western paradigms.
- Apply Indian frameworks to decision-making, self-leadership, and service-oriented action.
- Appreciate pluralistic and inclusive traditions within Indian thought.

Contents:

Unit I

(12 hours)

Introduction to Indian ethos: definition, significance, and contrast with Western frameworks. Philosophical foundations: *Purusharthas*, *Trigunas*, *Karma Yoga*, and *Nishkama Karma*. The inner journey of the leader: self-awareness and self-mastery (*Atma Jnana*, *Sanyam*, *Tyaga*).

Unit II

(11 hours)

Scriptural and historical leadership models: Krishna as strategist and philosopher (*Gita*); Rama as a moral exemplar (*Ramayana*); Chanakya's statecraft and pragmatism (*Arthashastra*). Buddhist-Jain approaches to ethical conduct and leadership. Case discussions of Indian reformers and statesmen.

Unit III (11 hours)

Ethical and dharmic leadership: role of intention, duty, and consequence in decision-making. Principles of governance and trusteeship (*Lokasangraha, Seva, Swadharma*). Karma vs results: learning from dilemmas and ambiguity. Relevance of Indian thought to civil services, corporate governance, and community leadership.

Unit IV (11 hours)

Application to modern organizations: Indian ethos in CSR, sustainability, and stakeholder thinking. Models of inclusive and servant leadership. Organizational culture and Indian values. Learning from Indian family businesses, non-profits, and spiritual institutions.

Tutorial Exercise: Students will engage in reflective writing on a selected Gita shloka or epic episode that illustrates leadership under ethical tension. Each student will connect it to a real-life leadership challenge in public or private life and present a short reflection.

Suggested Readings:

- Gita Press. *Bhagavad Gita*. Gorakhpur.
- Rangarajan, L. N. (1992). *Kautilya's Arthashastra*. Penguin.
- Sharma, S. (2012). *Management in the Gita*. Rupa.
- Sivakumar, A. (2021). *Indian Ethos in Management*. PHI.
- Iyer, R. (2019). *The Moral Compass: Leadership Based on Dharma*. HarperCollins.
- Selected articles and chapters from writings on Gandhi, Vivekananda, and contemporary Indian leaders.

COMGE04 - Personal Finance

Master of Commerce Generic Elective Course: Personal Finance

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE04	Personal Finance	3	1	0	4	NIL

Objective: This course enables the student to assess personal financial goals and plans while applying most appropriate instrument to varied financial problems. It aims to equip students for financial independence and retire early.

Learning Outcomes: After studying this course the student will be able to:

- Apprehend the premise of personal finance and identify the financial goals.
- Critically evaluate the investment instruments suitable for different financial goals in different time span.
- Apply appropriate financial instruments to manage individuals' finances and make roadmap to financial independence.
- Examine the alternatives of credit planning and retirement planning to create a financial plan.

Contents:

Unit I (12 hours)

Financial planning process and life cycle approach, Ascertainment of financial goals; Independent opening and operation of trading and demat account. Application of investment alternatives in financial plans: debt, equity, mutual funds. Integrating SIP/ SWP/ STP.

Unit II (12 hours)

Risk identification and assessment for individual; Tools to mitigate risk; Planning for life, health and financial emergencies; Determine appropriate life and healthcare insurance; Use of SWP with insurance products.

Unit III (10 hours)

Assessment of credit; Reverse mortgage; Consumer and housing finance; EMI:

Calculations & Long-term Impact; Credit card management; Credit history, Retirement solutions, pension plans including taxes and inflation.

Unit IV

(11 hours)

Critical analysis of investments, Insurance and tax saving instruments; Application of compounding and indexing; Building financial plans using spreadsheets; Evaluation of financial plan, Roadmap to Financial independence.

Tutorial Exercise: Student will ascertain financial goals and map the most suitable instruments based on individual risk profile, examine the CAGR of all instruments for comparison. Creating a financial plan.

Suggested Readings:

- Bogle. C John, (2017) *The little book of common sense investing*, Wiley
- Hagstrom G Robert, (2019), *The warren buffet way*, third edition, Wiley
- Keown, A. J. (2017). *Personal Finance – Turning money into wealth*. Pearson Publication,
- Madura, Jeff (2016). *Personal Finance*. Pearson.
- Spier, Guy (2014). *The Education of Value Investor*. Palgrave.

Suggested websites:

- www.moneycontrol.com,
- www.valueresearch.com,
- www.Finology.in
- www.yahooofinance.com ,

COMGE05 – Entrepreneurship

Master of Commerce Generic Elective Course: Entrepreneurship

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE05	Entrepreneurship	3	1	0	4	NIL

Objective: This course aims to develop an entrepreneurial mindset and equip students with the knowledge, skills, and tools required to identify innovative opportunities, create and validate business models, secure funding, manage uncertainty, and build scalable and sustainable ventures.

Learning Outcomes: On completion of this course, the student should be able to:

- Apprehend the entrepreneurial ecosystem and apply creativity techniques to identify and validate viable business opportunities.
- Design scalable and sustainable business models by leveraging innovation, growth strategies, and entrepreneurial leadership principles
- Evaluate funding options and develop go-to-market strategies for launching and managing early-stage ventures.
- Navigate legal, regulatory, and intellectual property frameworks critical to establishing and protecting startups.

Contents:

Unit I (12 hours)

Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

Unit II (11 hours)

Growth Hacking, Network Effects, and Scaling Operations; Managing Uncertainty and Pivoting Strategies; Social Entrepreneurship and Sustainable Innovation; Corporate Entrepreneurship & Intrapreneurship; Exit Strategies: IPO, Acquisition, ESOPs

Unit III (10 hours)

Sources of Capital: Bootstrapping, Angels, VCs, Govt Grants (e.g., Startup India, SIDBI); Cap Tables, Term Sheets, and Startup Valuation; Building the Founding Team and

Startup Culture; Go-to-Market Strategy and Customer Acquisition; Early Traction and Product-Market Fit

Unit IV

(12 hours)

Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges

Tutorial Exercise: Conceptualize and develop a startup idea by identifying a real-world problem and designing a complete venture plan. Present a business model canvas, validate the idea through customer feedback, propose a funding strategy with valuation logic, outline a go-to-market plan, and address relevant legal considerations.

Suggested Readings:

- Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Publishing.
- Blank, S., & Dorf, B. (2020). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. Hoboken: Wiley.
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Hoboken: Wiley.
- Mullins, J. (2013). *The New Business Road Test: What Entrepreneurs and Executives Should Do Before Writing a Business Plan*. FT Press.
- Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully Launching New Ventures* (6th ed.). Boston: Pearson.
- Kim, W. C., & Mauborgne, R. (2017). *Blue Ocean Shift: Beyond Competing – Proven Steps to Inspire Confidence and Seize New Growth*. Boston: Harvard Business Review Press.
- Bansal, R. (2020). *Zero to One in Indian Startups*. New Delhi: Bloomsbury India.
- Nandwani, R. (2020). *Start-up Sutra: What the Angels Won't Tell You about Business and Life*. New Delhi: Rupa Publications.
- Mohanty, S. K. (2010). *Fundamentals of Entrepreneurship*. New Delhi: PHI Learning.

COMGE06 – Customer Relationship Management

Master of Commerce Generic Elective Course: Customer Relationship Management

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE06	Customer Relationship Management	3	1	0	4	NIL

Objective: This course aims to develop strategic, analytical, and technological capabilities in managing customer relationships by leveraging data, CRM platforms, and ethical practices to drive long-term customer value, loyalty, and engagement across diverse business contexts.

Learning Outcomes: On completion of this course, the student should be able to:

- explain the strategic role of CRM in customer acquisition, retention, and value creation by applying concepts like customer lifetime value (CLV) and customer equity
- segment customer data using analytical models and evaluate CRM technologies to support data-driven decision-making.
- design and assess omnichannel CRM strategies that align with different stages of the customer journey across B2C and B2B settings.
- develop CRM performance dashboards using KPIs (e.g., NPS, retention rate) and propose tech-enabled, ethically sound strategies for long-term CRM innovation.

Contents:

Unit I (12 hours)

Evolution of CRM: From Transactional to Relationship Marketing; Types of CRM; Operational, Analytical, Collaborative; Customer Acquisition vs Retention Economics; Strategic CRM: Building Relationships that Deliver Value; Customer Lifetime Value (CLV) and Customer Equity; Organizational Alignment and CRM Strategy Integration

Unit II (11 hours)

Mapping the End-to-End Customer Journey; Designing Omnichannel CRM Programs (Web, Mobile, Store, Call Center); Designing Loyalty Programs for Engagement and Advocacy; CRM in B2B vs B2C Contexts ; CRM in Services, Retail, and e-Commerce ;Integrating CRM with Customer Experience Management (CEM)

Unit III

(10 hours)

CRM Performance Metrics: Retention, Churn, NPS, ROI; CRM's Role in Customer-Centric Business Models; Digital CRM Trends: Blockchain, Web3, Metaverse Experiences; CRM and Sustainability: Ethical Relationship Marketing; Strategic Failures and Turnarounds in CRM; The Future of CRM: Hyperpersonalization, Real-time CRM, Voice AI

Unit IV

(12 hours)

Data-Driven CRM; Segmentation Models: RFM, Demographic, Behavioral, LTV; Predictive Analytics for Churn and Retention; CRM Dashboards and KPIs; Data Ethics, Consent Management, and Privacy (GDPR, India DPDP Bill)

Tutorial Exercise: Choose a real Indian brand and perform a CRM audit. Identify strengths and gaps across acquisition, retention, technology use, and personalization. Then, propose a redesigned CRM roadmap with touchpoint interventions, KPIs, and AI-driven improvements.

Suggested Readings:

- Peppers, D. & Rogers, M. (2016). *Managing Customer Relationships: A Strategic Framework*. Wiley.
- Kumar, V. & Reinartz, W. (2016). *Creating Enduring Customer Value*. Journal of Marketing, 80(6), 36–68.
- Rust, R. T., & Huang, M. H. (2021). *The AI Marketing Canvas*. Stanford University Press.
- Lemon, K. N., & Verhoef, P. C. (2016). *Understanding Customer Experience Throughout the Customer Journey*. Journal of Marketing, 80(6), 69–96.
- Zeithaml, V., Bitner, M. J., & Gremler, D. (2020). *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw-Hill.
- Payne, A., Frow, P., & Eggert, A. (2017). *The Customer Value Proposition: Evolution, Development, and Application in Marketing*. Journal of the Academy of Marketing Science, 45(4), 467–489.
- Kumar, V. (2018). *Transformative Marketing: The Next 20 Years*. Journal of Marketing, 82(4), 1–12.
- Rigby, D. K., Reichheld, F. F., & Schefter, P. (2002). *Avoid the Four Perils of CRM*. HBR.
- Shaw, R. (2020). *Measuring and Valuing Customer Relationships*. Routledge.
- Sahni, D., & Kapur, S. (2019). *Customer Experience Management in the Indian Context: Insights and Case Studies*. New Delhi: Sage Publications.

COMGE07 – Entrepreneurial Finance

Master of Commerce Generic Elective Course: Entrepreneurial Finance

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE07	Entrepreneurial Finance	3	1	0	4	NIL

Objective: This course equips students with financial frameworks essential for entrepreneurial decision-making. It emphasizes how financial tools and strategies are used to evaluate, fund, manage, and exit innovative ventures in dynamic and uncertain environments.

Learning Outcomes: On completion of this course, the student should be able to:

- Analyze the financial needs and constraints of startups during the early stages.
- Apply appropriate valuation techniques and assess ownership implications for entrepreneurial ventures.
- Evaluate funding alternatives and investment structures with a focus on value creation and risk-sharing.
- Design financially sound exit strategies aligned with the interests of entrepreneurs and investors.

Contents:

Unit I (12 hours)

Entrepreneurial finance ecosystem; identifying funding gaps across venture stages; financial planning and forecasting in startups; sources and structure of seed capital; cash flow management under uncertainty.

Unit II (11 hours)

Startup valuation under uncertainty; discounted cash flow methods for early-stage ventures; real options and VC method; cap tables and founder dilution; financial due diligence and investment readiness.

Unit III (10 hours)

Financing sources: angel investment, venture capital, accelerators, crowdfunding, strategic partnerships; staging of investments; investor return expectations; financial term sheets and control rights.

Unit IV (12 hours)

Exit strategies and liquidity events: IPO, trade sale, secondary sale, buyouts; managing exit timing and process; payout structures; post-exit financial implications; learning

from failed and successful exits.

Tutorial Exercise: Students would be asked to analyse the financial strategy and capital structure of real startups using case studies. Role-play activities will simulate startup fundraising negotiations, term sheet analysis, and exit planning.

Suggested Readings:

- Gompers, P., & Lerner, J. (2020). *The Venture Capital Cycle* (2nd ed.). MIT Press.
- Metrick, A., & Yasuda, A. (2021). *Venture Capital and the Finance of Innovation* (3rd ed.). Wiley.
- Smith, J. K., & Smith, R. L. (2019). *Entrepreneurial Finance* (2nd ed.). Stanford University Press.
- Sahlman, W. A., & Stevenson, H. H. (2018). *Entrepreneurial Finance: A Casebook* (2nd ed.). Harvard Business School Publishing.
- Kaplan, S. N., & Strömberg, P. (2003). "Financial Contracting Theory Meets the Real World." *Review of Economic Studies*, 70(2), 281–315.
- Lerner, J. (2009). *Boulevard of Broken Dreams: Why Public Efforts to Boost Entrepreneurship and Venture Capital Have Failed—and What to Do About It*. Princeton University Press.

COMGE08 – ESG and Business Sustainability

Master of Commerce Generic Elective Course: ESG and Business Sustainability

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
GE - COMGE08	ESG and Business Sustainability	3	1	0	4	NIL

Objective: Through a blend of theoretical frameworks and real-world examples, students will develop a foundational understanding of how to integrate Environmental, Social, and Governance (ESG) principles of sustainability into business practices for a more responsible and resilient future. Further they will learn how to assess and manage ESG risks, understand ESG disclosure frameworks and prepare sustainable reports.

Learning Outcomes: Upon successful completion of this course, students will be able to:

- Identify the foundational concepts of sustainability and ESG in a business context.
- Analyze the impact of ESG factors on business performance and risk management.
- Evaluate various ESG reporting frameworks and standards.
- Develop strategies for integrating ESG considerations into business operations and decision-making.

Contents:

Unit I (8 hours)

Business sustainability definition; Business Case for Sustainability; Evolution of sustainability in business; The triple bottom line: People, Planet, Profit; Overview of ESG and its significance in today's business environment, Global sustainability challenges and their implications for business.

Unit II (15 hours)

ESG Factors and their Business Implications; Environmental Factors : Climate change, Resource efficiency and waste management, Environmental risk assessment and mitigation; Social Factors: Labour practices and human rights, Diversity, equity, and inclusion, Community engagement and social impact initiatives; Governance Factors: Corporate governance structures and best practices, Ethical decision-making and compliance, Transparency and accountability mechanisms.

Unit III (15 hours)

ESG Reporting and Regulatory Frameworks: Comparative analysis; ESG metrics and performance indicators; ESG Ratings and Indices; Regulatory landscape and compliance requirements; business sustainability and responsibility report.

Unit IV (7 hours)

Integrating ESG into Business Strategy: Aligning ESG goals with corporate strategy; Stakeholder Engagement and Communication; greenwashing; Challenges and best practices in ESG reporting.

Tutorial Exercise: Students will analyze ESG reports of different companies and conduct research/audit to identify projects for university and businesses.

Suggested Readings:

- Eccles, R. G., Serafeim, G., & Krzus, M. P. (2014). *The integrated reporting movement: Meaning, momentum, and materiality*. Wiley.
- Hitchcock, D., & Willard, M. (2015). *The business guide to sustainability: Practical strategies and tools for organizations* (3rd ed.). Routledge.
- Laszlo, C. (2008). *Sustainable value: How the world's leading companies are doing well by doing good*. Stanford University Press.
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62–77.
- Securities and Exchange Board of India (SEBI). (2021). *Business Responsibility and Sustainability Reporting (BRSR) format*. <https://www.sebi.gov.in>
- Securities and Exchange Board of India (SEBI). (2021). *Guidance note on Business Responsibility and Sustainability Reporting (BRSR)*. <https://www.sebi.gov.in>
- Werbach, A. (2009). *Strategy for sustainability: A business manifesto*. Harvard Business Press.

COMGE09 – Financial Modelling Using Excel

Master of Commerce Generic Elective Course: Financial Modelling Using Excel

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE09	Financial Modelling Using Excel	2	0	2	4	NIL

Objective: To provide hands-on learning on financial modelling using spreadsheets for Business Analysis. Also, build dynamic financial models to assist the management to make necessary financial decision.

Learning Outcomes: On completion of this course, the student should be able to:

- Evaluate the basics of financial modelling using spreadsheets.
- Build financial models for business analysis, CVP analysis, forecasting and to make projected financial statements
- Analyze models for making capital budgeting decisions and evaluate capital structure for the business.
- Apply modelling tools and techniques for pricing bonds, securities, portfolios and options.
- Examine different automation techniques for financial models.

Contents:

Unit I (10 Hours)

Building a financial statement model, trend analysis, common-size analysis, Construction of pyramid of ratios, Financial analysis of company, developing a financial model for CVP Analysis – Break-Even-Point, Integration and linking of financial statements; Lag and lead indicators; Forecasting turnover, expenses, current and non-current assets, liabilities; Adjusting for seasonality, projected financial statements

Unit II (12 Hours)

Projected discounted cash flows, DCF valuation, Pay Back Period, NPV and IRR; Necessary Projections, Data Tables, Sensitivity Analysis and Scenario Analysis, Project cost simulation – Complete Model for capital budgeting decisions, Modeling Financial Leverage, capital structure and weighted average cost of capital

Unit III (15 Hours)

Modeling Price and Yield for different types of bonds; modeling dynamics of bonds, interest rate risk modeling and prediction of prices – duration and convexity, developing models to determine and analyze security risk and return; Portfolio Risk

and Return; and Efficient Frontier, Developing financial models for pricing Binomial Options and Black-Scholes model.

Unit IV

(8 Hours)

Building a dynamic Dashboard for assisting the management to make necessary financial decision, Introduction to VBA and Macros, Building user-defined Functions, Macros for Automation, Automation of the Financial Models

Practical Exercise: Students would be asked to analyze a real-world company's financial statement to forecast company's earnings. They can compare the performance of any two companies using ratios. Also, estimate intrinsic value of stocks of these companies by building financial model.

Suggested Readings:

- Beninga, S. and Mofkadi, T. (2022). *Financial Modeling*. MIT Press.
- Day, A.L. (2012). *Mastering Financial Modeling*. Pearson Education.
- Moschella, J. (2017). *Financial Modeling for Equity Research: A Step-by-Step Guide to Earnings Modeling*. Gutenberg Research Publishing.
- Proctor, K.S. (2004). *Building Financial Models with Microsoft Excel*. John Wiley & Sons.
- Sengupta, C. (2011). *Financial Modeling using Excel and VBA*. John Wiley & Sons.
- Tija, J.S. (2018). *Building Financial Models*. McGraw Hill.

COMGE10 – Marketing for Start Ups

Master of Commerce Generic Elective Course: Marketing for Start Ups

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
Generic Elective - COMGE10	Marketing for Start Ups	3	1	0	4	NIL

Objective: This course introduces students to core and applied marketing concepts as they relate to startup ventures. Emphasis is placed on market development, digital strategy, customer acquisition and brand positioning in emerging and dynamic business environments.

Learning Outcomes: On completion of this course, the student should be able to:

- Apply advanced marketing theories in the startup context.
- Design and implement marketing strategies with limited resources.
- Evaluate and execute digital marketing and branding tactics for early-stage ventures.
- Use marketing analytics and research to support decision-making.

Contents:

Unit I (12 hours)

Evolution of marketing: from traditional to digital and lean startup marketing; Core concepts: customer value, satisfaction, relationship marketing; Startup-specific marketing environments; STP: targeting niche and emerging markets; Go-to-market strategies for early-stage firms; Marketing planning under uncertainty.

Unit II (10 hours)

Digital marketing mix and platform selection; Social media and influencer marketing strategies; Growth hacking and funnel-based approaches (AARRR model); Digital metrics: CAC, CLV, churn, ROI; Consumer buying process.

Unit III (11 hours)

Product life cycle and MVP development; Innovation adoption and diffusion theory; Startup pricing models: freemium, subscription, dynamic; Storytelling and brand architecture; Brand positioning and differentiation on a budget; Building trust and identity in early-stage brands.

Unit IV (12 hours)

IMC in startups: online and offline mix; Campaign planning and measurement; Ethical considerations in marketing practices for startups; Legal issues: consumer rights,

digital marketing compliance.

Tutorial Exercise: IPR' Capstone Project: Students develop a marketing strategy for a startup (includes brand, STP, pricing, IMC, and metrics)

Suggested Readings:

- Kotler, P. & Keller, K. L. (2017). *Marketing Management*. Pearson.
- McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hill Education.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson Education.
- Ries, E. (2011). *The lean startup*. Crown Publishing Group.
- Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A Handbook for Visionaries, Game Changers, and Challengers (The Strategyzer series)*. Wiley.
- Godin, S. (2018). *This is marketing*. Penguin Random House.
- Blank, S., & Dorf, B. (2012). *The startup owner's manual: The step-by-step guide for building a great company*. Wiley.