Semester-III Total Credit=24 Total Marks=600

Sem.	Course Type	Course Code	Nomenclature of course	Theory (T)/ Practical (P)	Credits		Contact hours per week L: Lecture T: Tutorial P: Practical				Internal Assessment Marks	End Term Examination Marks/Practical	Total marks	Examination hours
						Total	L	T	P	Total				
3	CC9	25COM-301	Financial Institutions and Markets	T	4	24	4	0	0	4	30	70	100	3
	CC10	25COM-302	Business Legislation	T	4		4	0	0	4	30	70	100	3
	CC11	25COM303	Security Analysis and Portfolio Management	T	4		4	0	0	4	30	70	100	3
	DEC-3 (Any one)	25COM-304	Personal Finance	T	4		4	0	0	4	30	70	100	3
		25COM-305	E-Marketing	T	4		4	0	0	4	30	70	100	3
		25COM-306	Compensation Management	T	4		4	0	0	4	30	70	100	3
	DEC-4 (Any one)	25COM-307	Retail Management	T	4		4	0	0	4	30	70	100	3
		25COM-308	Fin-tech and Innovation in Banking	T	4		4	0	0	4	30	70	100	3
		25COM-309	Strategic Human Resource Management	T	4		4	0	0	4	30	70	100	3
	EEC	25COM-EEC-310	Entrepreneurship and Employability	T	2		2	0	0	2	15	35	50	2
	*Hands on Training	25COM-311	Soft Skills in Business Communication	P	2		0	0	4	4	15 (Internal Practical)	35 (Practical)	50	-

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*The paper shall be evaluated by external examiner (35 marks). External examiner will be nominated by Chairperson, Department of Commerce/ Principal, College out of the panel recommended by PGBOS&R.

Important Notes:

- *The* ***minimum number of student enrolments required to offer a Discipline Elective Course shall be 10 (ten)*** *or more in a given semester.*
- *The allocation of elective courses shall be finalized before the commencement of the semester, subject to the availability of faculty and fulfilment of minimum enrolment criteria.*

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Session: 2025-26			
PartA - Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	Financial Institutions and Markets		
Course Code	25COM-301		
CourseType	CC9		
Pre-requisite for the course (ifany)	NIL		
CourseLearningOutcomes(CLO) After completing this course, the learner will be able to:	CLO 1: enable to understand the working of financial Institutions and markets both individually and as an interlinked system. CLO 2: Develop an understanding of the organization, role, functioning and need for regulation of different types of financial markets in India. CLO 3: Familiarise the students with the role of commercial banks, NBFCs and development banks in India. CLO 4: To acquaint the learners with the concept of financial services with special emphasis on merchant banking and mutual funds and the recent developments.		
Credits	Theory		Total
	4		4
Teaching Hours per week	4		4
Internal Assessment Marks	30		30
End Term Exam Marks	70		70
Max. Marks	100		100
Examination Time	3 hours		-

PartB-ContentsoftheCourse

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Financial system: Concept, nature and role; Financial system and financial markets; Banking and non-banking financial institutions; Consolidation & competition among financial institutions; Financial conglomerates; Financial system and economic development; Indian financial system-an overview.	16
II	Financial markets: Organization, economic role, instruments & regulation of money market; Capital Market: Primary and secondary markets and their organization; Government securities market; Recent developments in Indian capital and money market; Role of	14

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	SEBI- an overview.	
III	Financial institutions: Commercial banking-Concept, role, classification, asset liability management, non-performing assets (NPAs); Financial inclusion, recent developments in banking including restructuring, privatisation, MUDRA financing; Insurance: Life and non-life insurance companies in India- public and private; Non-banking financial companies (NBFCs): Role and types; Private equity, venture capital and hedge funds; Development banks: Concept, objectives and functions, Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI, SBI and state financial institutions.	16
IV	Merchant Banking: Concept, functions growth and future of merchant banking in India; Government policy on merchant banking services; SEBI guidelines; Leasing and hire purchase, venture capital finance, factoring services, credit rating; Mutual funds: Concept, performance appraisal and regulation of mutual funds; Types of mutual fund schemes (open ended v/s close ended, equity, debt, hybrid schemes and exchange traded funds (ETFs); Designing and marketing of mutual funds schemes; Mutual fund schemes in India: recent developments.	14
	Total Contact Hours	60

SuggestedEvaluationMethods

InternalAssessment: 30		**End Term Examination: 70**	
➢ **Theory**	**30**	➢ **Theory:**	**70**
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

PartC-Learning Resources

Recommended Books/e-resources/LMS:

- Bhole L.M.- Financial Markets and Institutions ,Tata McGraw Hill, Delhi.
- Mishkin, F.- The Economics of Money Banking and Financial Markets. Pearson
- Madura, J.- Financial Markets and Institutions. Cengage.
- Khan M. Y.-Indian Financial System, Tata McGraw Hill, Delhi.
- Kumar, V., Gupta, K., Kaur, M., Financial Markets, Institutions and Financial Services, Taxmann's Publications.
- Rose, Peter S.- Financial Institutions. Ontario, Irwin Dorsey.
- Srivastava R.M.- Management of Indian Financial Institution; Himalaya Publishing House, Mumbai
- Varshney, P.N.-Indian Financial System, Sultan Chand & Sons, New Delhi.
- Vij, Madhu- Management of Financial Institutions in India, Amol Publications, New Delhi.

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Session: 2025-26			
Part A – Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	**Business Legislation**		
Course Code	25COM-302		
Course Type	CC10		
Pre-requisite for the course (if any)	NIL		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the legal principles governing formation, performance and enforcement of contracts in business transactions. CLO 2: Evaluate legal provisions relating to special contracts and consumer protection in commercial activities. CLO 3: Analyse corporate legal provisions and competition regulations applicable to business organizations. CLO 4: to assess industrial, labour and intellectual property laws influencing business operations in India.		
Credits	Theory	Practical	Total
	4	-	4
Teaching Hours per week	4	-	4
Internal Assessment Marks	30	-	30
End Term Exam Marks	70	-	70
Max. Marks	100	-	100
Examination Time	3 hours	-	-

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to business law: meaning, nature, scope and sources of business legislation; detailed study of the Indian Contract Act 1872: essential elements of a valid contract, offer and acceptance, consideration, capacity of parties, free consent, legality of object, void and voidable agreements, contingent contracts; performance and discharge of contracts including breach of contract and remedies available under law.	16

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II	Special contracts under the Indian Contract Act 1872: indemnity and guarantee, bailment and pledge, agency including rights and duties of agent and principal and modes of termination; provisions of the Sale of Goods Act 1930: conditions and warranties, transfer of property, performance of contract of sale, rights of unpaid seller; consumer protection under the Consumer Protection Act 2019: consumer rights, consumer disputes redressal agencies and remedies available to consumers.	14
III	Company law framework under the Companies Act 2013: types of companies, incorporation procedure, memorandum of association, articles of association, prospectus, share capital, membership, directors and their powers and duties, meetings and resolutions, corporate governance and statutory compliances; competition regulation under the Competition Act 2002: anti-competitive agreements, abuse of dominant position and regulation of combinations.	16
IV	Industrial relations laws: key provisions of the Industrial Disputes Act 1947 relating to industrial disputes, strikes, lockouts and settlement machinery; labour welfare and safety laws including the Factories Act 1948 Payment of Wages Act 1936 and Minimum Wages Act 1948: wage regulation, employee welfare and working conditions; intellectual property laws including the Patents Act 1970, Trade Marks Act 1999 and Copyright Act 1957: protection of patents, trademarks and copyrights in business.	14
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
		➢ **Theory:**	**70**
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- *N.D. Kapoor,* Elements of Mercantile Law, *Sultan Chand & Sons*
- *Avtar Singh,* Company Law, *Eastern Book Company*
- *R.K. Bangia & S.K. Raghuvanshi,* Contract Law including Indian Contract Act, *EBC (Eastern Book Company)*
- *Bhushan Kumar Goyal & Kinneri Jain,* Business Laws, *Taxmann Publications*
- *M.C. Shukla,* Mercantile Law, *S. Chand & Company P.C. Tulsian & Bharat Tulsian,* Business Law, *Pearson Education*
- *R.K. Bangia,* Sale of Goods Act & Consumer Protection Laws, *EBC*

Session: 2025-26

Part A – Introduction

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Session: 2025-26			
Part A – Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	Security Analysis and Portfolio Management		
Course Code	25COM-303		
Course Type	CC11		
Pre-requisite for the course (if any)	NIL		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand core investment concepts and apply risk–return analysis to evaluate financial assets. CLO 2: Understand and apply asset pricing models and evaluate diversification and behavioral influences in investment decisions. CLO 3: Apply fundamental and technical analysis techniques to evaluate securities and interpret market behavior. CLO 4: Apply portfolio theories and evaluate performance, regulatory, and ethical aspects of investment management.		
Credits	Theory	Practical	Total
	4	-	4
Teaching Hours per week	4	-	4
Internal Assessment Marks	30	-	30
End Term Exam Marks	70	-	70
Max. Marks	100	-	100
Examination Time	3 hours	-	-

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Meaning and objectives of investment; Investment avenues – equity shares, bonds, mutual funds, real estate, gold, and derivatives; Investment vs. speculation vs. gambling; Risk and return analysis – meaning and measurement; Types of risk – systematic and unsystematic; Calculation of expected return, standard deviation, beta, covariance, and correlation; Concept of risk-return trade-off.	16

II	Capital Asset Pricing Model (CAPM) – assumptions, significance and limitations; Arbitrage Pricing Theory (APT) – concept and applications; Role of diversification in risk reduction; Behavioral finance – concepts and relevance in investment decisions; Market anomalies and investor biases	14
III	Security analysis – meaning and types; Fundamental analysis – economic, industry, and company analysis; Technical analysis – assumptions, tools and techniques including chart patterns, moving averages, RSI, MACD; Efficient Market Hypothesis (EMH) – forms and implications	16
IV	Portfolio management – concept and process; Modern portfolio theory – Markowitz model and efficient frontier; Sharpe Single Index Model; Capital Market Line (CML) and Security Market Line (SML); Portfolio revision strategies; Portfolio performance evaluation – Sharpe, Treynor, and Jensen's Alpha; SEBI regulations related to portfolio and investment advisory services; Introduction to ESG investing and ethical considerations in portfolio decisions	14
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**
		➢ **Theory:** **70**
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- Fischer, D.E. & Jordan, R.J., *Security Analysis and Portfolio Management*, Pearson Education.
- Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
- Clark, F., *Investment: Analysis and Management*, TMH Publishers.
- Ranganatham, M. &Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson.
- Sharpe, W.F., Alexander, G.J. & Bailey, J.V., *Investments*, Prentice Hall.
- Kevin, S., *Portfolio Management*, Prentice Hall, India.
- Singh, Y.P., *Fundamentals of Investment Management*, Vikas Publishing House.
- Bhalla, V.K., *Investment Management*, S. Chand & Co.

Session: 2025-26			
Part A – Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	Personal Finance		
Course Code	25COM-304		
Course Type	DEC-3		
Pre-requisite for the course (if any)	NIL		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand fundamental personal finance concepts and apply financial planning tools for effective income and goal management. CLO 2: Understand and analyse various saving instruments, credit management tools, and consumer rights related to credit and debt. CLO 3: Evaluate investment alternatives and design risk management strategies for personal financial security. CLO 4: Design practical retirement and estate plans and identify behavioral biases and financial fraud risks in personal finance decisions.		
Credits	Theory	Practical	Total
	4	-	4
Teaching Hours per week	4	-	4
Internal Assessment Marks	30	-	30
End Term Exam Marks	70	-	70
Max. Marks	100	-	100
Examination Time	3 hours	-	-

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to Personal Finance: Meaning, scope and importance of personal finance; Financial planning process and life-cycle approach; Time value of money; Setting short-term and long-term financial goals; Budgeting and cash flow management; Tax planning basics for individuals.	15

II	Savings and Credit Management: Significance of savings in financial planning; Types of saving instruments; Fundamentals of credit management: understanding credit, credit reports and credit scores; Effective management of credit cards and loans; Causes and prevention of debt traps; Consumer rights and protection mechanisms.	15
III	Types of investment instruments for personal financial decisions: fixed deposits, mutual funds, stocks, bonds, real estate, gold, etc.; Risk–return analysis in personal investments; Insurance planning – life, health, general insurance; Assessing insurance needs; Principles of risk management; Risk management strategies for individuals	15
IV	Retirement planning process and pension needs analysis; Retirement products – NPS, EPF, PPF, annuities; Estate planning – wills, trusts, nomination, succession planning; Behavioral aspects in personal finance; Financial frauds and consumer protection mechanisms	15
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
		➢ **Theory:**	**70**
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- Kapoor, Jack R., *Personal Finance*, McGraw Hill Education.
- Chandra, Prasanna, *Managing Your Personal Finance,* Tata McGraw Hill.
- Gitman, Joehnk, and Billingsley, *Personal Financial Planning,* Cengage.
- Keown, Arthur J., *Personal Finance: Turning Money into Wealth*, Pearson.
- Bhole, L.M., *Financial Institutions and Markets*, Tata McGraw Hill.

Session: 2025-26			
Part A – Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	E- Marketing		
Course Code	25COM-305		
Course Type	DEC-3		
Pre-requisite for the course (if any)	NIL		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: understand the concepts, models and environment of e-marketing in the digital business landscape. CLO 2: analyse and design effective digital marketing channel strategies for online businesses. CLO 3:evaluate digital marketing performance using analytics and data-driven decision-making techniques. CLO 4: assess legal, ethical and emerging technological dimensions of e-marketing in contemporary business practice.		
Credits	Theory	Practical	Total
	4	-	4
Teaching Hours per week	4	-	4
Internal Assessment Marks	30	-	30
End Term Exam Marks	70	-	70
Max. Marks	100	-	100
Examination Time	3 hours	-	-

Part B- Contents of the Course

<u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.

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Unit	Topics	Contact Hours
I	E-marketing: meaning, nature, scope and significance in the digital economy; evolution of internet marketing and digital transformation of business; difference between traditional marketing and e-marketing; e-marketing environment: technological, legal, ethical and socio-cultural factors; online marketing models including B2B, B2C, C2C and C2B; digital marketing mix: product, price, place and promotion in online context; overview of e-commerce platforms and digital business infrastructure.	16
II	Website planning and development: domain registration, website design principles and user experience; search engine marketing: search engine optimization, on-page and off-page techniques and paid search advertising; social media marketing: content strategy, influencer marketing and online community engagement; email marketing and mobile marketing strategies; online advertising models including display advertising, affiliate marketing and remarketing; content marketing and video marketing strategies.	14
III	Web analytics: traffic analysis, key performance indicators and conversion metrics; tools for digital analytics and campaign tracking; customer data management and database marketing; consumer behaviour in online environment: digital buying decision process and personalization strategies; marketing automation and customer relationship management systems; measuring return on investment in digital campaigns and performance optimization techniques.	16
IV	Legal framework for e-marketing: cyber laws, data protection and privacy regulations with reference to the Information Technology Act, 2000; intellectual property issues in digital marketing; ethical issues in online advertising and consumer data usage; cybersecurity concerns in e-commerce; emerging trends in e-marketing: artificial intelligence, chatbots, voice search, social commerce and omnichannel marketing; future prospects of digital marketing in India and global markets.	14
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
		□ **Theory:**	**70**
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

Part C-Learning Resources

- *Fundamentals of Digital Marketing, Puneet Singh Bhatia, Pearson India.*
- *Digital Marketing, Seema Gupta, McGraw Hill India.*

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Session: 2025-26			
PartA - Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	Compensation Management		
Course Code	25COM-306		
CourseType	DEC-3		
Pre-requisite for the course (ifany)	NIL		
CourseLearningOutcomes(CLO) After completing this course, the learner will be able to:	CO1: Learn basic compensation concepts and the context of compensation practice. CO2: Understand skills in designing, analyzing and restructuring reward management systems, policies and strategies. CO3: Understand issues related to the compensation of human resources in organizations CO4: Learn implications for strategic compensation and possible employer approaches to managing legally require benefits		
Credits	Theory		Total
	4		4
Teaching Hours per week	4		4
Internal Assessment Marks	30		30
End Term Exam Marks	70		70
Max. Marks	100		100
Examination Time	3 hours		-

PartB-ContentsoftheCourse

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Compensation: concept, objectives, financial and non- financial compensation system. Economic and Behavioral theories of compensation. Compensation structure, job evaluation, approach to compensation management, significance of employee compensation, new trends in compensation management	16
II	Wage and salary administration: theories of wage determination, types of wages, salary progression, wage boards and pay commissions.Pay for performance plans, incentive scheme: merits, demerits, types of incentive schemes, group incentive plans. Team based compensation: introduction, design of team-based compensation.	14
III	Benefits and services: concept, classification of employee benefits, factors influencing benefits, competency-based compensation.	16

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	Executive compensation: introduction, components and executive compensation design. Compensation of special groups, Employee reward system in India	
IV	Strategic compensation management: strategic compensation design and policies, Legal framework of compensation, retirement plans, employee welfare and working conditions-statutory and voluntary measures.Taxation issues and employee compensation: tax implications of compensation, compensation and the Income Tax Act.	14
	Total Contact Hours	60

SuggestedEvaluationMethods

InternalAssessment: 30		**End Term Examination: 70**	
➢ **Theory**	**30**	➢ **Theory:**	**70**
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

PartC-Learning Resources

Recommended Books/e-resources/LMS:

- Singh, B.D., "Compensation Reward Management", Excel Books, New Delhi.
- Bhattacharya, Deepak: Compensation Management, Oxford University Press.
- Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill, New Delhi
- Henderson, RI., "Compensation Management", Pearson Education.
- Martocchio, J.J., "Strategic Compensation", Pearson Education.
- Armstong, M and Murlis H, "Reward Management", Kogan Page, UK..

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Session: 2025-26			
Part A – Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	Retail Management		
Course Code	25COM-307		
Course Type	DEC-4		
Pre-requisite for the course (if any)	NIL		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the structure, formats and strategic environment of the retail sector in India. CLO 2: to analyze retail marketing strategies and consumer behaviour in retail markets. CLO 3: to evaluate retail operational processes including store management, inventory control and supply chain coordination. CLO 4: to assess emerging trends, technological advancements and global practices shaping modern retail management.		
Credits	Theory	Practical	Total
	4	-	4
Teaching Hours per week	4	-	4
Internal Assessment Marks	30	-	30
End Term Exam Marks	70	-	70
Max. Marks	100	-	100
Examination Time	3 hours	-	-

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Retailing: meaning, nature, scope and importance in the Indian economy; evolution and growth of retail in India with reference to organized and unorganized retail sectors; retail formats and classifications including supermarkets, hypermarkets, department stores, specialty stores, discount stores and e-retailing; retail market structure and retail life cycle; retail environment: economic, social, technological and legal factors influencing retail business; retailing strategies and competitive positioning in the Indian retail sector.	16

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II	Retail marketing: retail marketing mix, merchandise management, assortment planning, product sourcing and vendor management; pricing strategies in retail: everyday low pricing, high-low pricing and promotional pricing; retail promotion: advertising, sales promotion, visual merchandising and store communication; consumer buying behaviour in retail: decision-making process, store choice behaviour and impulse buying; customer relationship management in retail and loyalty programmes.	14
III	Retail operations management: store location decisions, site selection and trading area analysis; store layout and design: grid, free-flow and spine layouts; space planning and category management; inventory management: stock control, EOQ, reorder levels and shrinkage control; supply chain management in retail: logistics, warehousing and distribution; retail information systems, billing systems and use of technology in retail operations.	16
IV	E-retailing and Omni channel retailing: online retail models, marketplace and inventory-based models, digital payment systems and mobile commerce; retail analytics and use of big data in retail decision-making; private labels and retail branding strategies; international retailing: entry strategies and global retail trends; ethical issues in retailing including consumer rights, fair trade practices and sustainability in retail business.	14
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
		➢ **Theory:**	**70**
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- *Pandian Sundara P & Muthulakshmi S*, Retail Management: A Global Perspective, *Sultan Chand & Sons 2025 Edition*
- *Chetan Bajaj & Rajnish Tuli (et al.)*, Retail Management, 3rd Edition, *Oxford University Press*
- *S.C. Bhatia*, Retail Management, *Atlantic Publishers*
- *Sunil Kumar Padhi*, Retail Management in India, *S.K. Book Agency*
- *Arunangshu Giri, Satakshi Chatterjee & Pradip Paul*, Retail Management: Text & Cases, *PHI Learning*
- *J.N. Jain & P.P. Singh*, Modern Retail Management: Principles & Techniques, *Regal Publications*
- *Swapna Pradhan*, Retailing Management (Text & Cases), *Tata McGraw Hill*
- *R.S. Srinivasan*, Strategic Retail Management, *Wiley India*

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<table>
<tr><th colspan="4">Session: 2025-26</th></tr>
<tr><th colspan="4">Part A – Introduction</th></tr>
<tr><td>Name of Programme</td><td colspan="3">Master of Commerce</td></tr>
<tr><td>Semester</td><td colspan="3">III</td></tr>
<tr><td>Name of the Course</td><td colspan="3">Fin-tech and Innovation in Banking</td></tr>
<tr><td>Course Code</td><td colspan="3">25COM-308</td></tr>
<tr><td>Course Type</td><td colspan="3">DEC-4</td></tr>
<tr><td>Pre-requisite for the course (if any)</td><td colspan="3">NIL</td></tr>
<tr><td>Course Learning Outcomes (CLO)
After completing this course, the learner will be able to:</td><td colspan="3">CLO 1: Understand the fundamentals of FinTech and analyze technological innovations transforming modern banking.
CLO 2: Understand and analyze the role of FinTech innovations and institutional frameworks in the evolving digital payments ecosystem.
CLO 3: Evaluate the applications of blockchain, cryptocurrencies, and AI-driven technologies in transforming banking operations and financial services.
CLO 4: Analyze regulatory frameworks, cybersecurity and ethical issues, and emerging trends shaping the future of FinTech and digital banking.</td></tr>
<tr><td rowspan="2">Credits</td><td>Theory</td><td>Practical</td><td>Total</td></tr>
<tr><td>4</td><td>-</td><td>4</td></tr>
<tr><td>Teaching Hours per week</td><td>4</td><td>-</td><td>4</td></tr>
<tr><td>Internal Assessment Marks</td><td>30</td><td>-</td><td>30</td></tr>
<tr><td>End Term Exam Marks</td><td>70</td><td>-</td><td>70</td></tr>
<tr><td>Max. Marks</td><td>100</td><td>-</td><td>100</td></tr>
<tr><td>Examination Time</td><td>3 hours</td><td>-</td><td>-</td></tr>
<tr><th colspan="4">Part B- Contents of the Course</th></tr>
<tr><td colspan="4"><u>Instructions for Paper- Setter:</u> The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</td></tr>
</table>

Unit	**Topics**	**Contact Hours**

I	Meaning and scope of FinTech; Evolution of banking technology; Key FinTech drivers: AI, big data, cloud computing, Blockchain, IoT; Traditional banking models v/s Digital banking models; Overview of digital banking services, mobile banking, and neo-banks. *Relevant case studies related to AI-based banking services, blockchain applications, and neo-banking models may be discussed to enhance students' practical understanding of FinTech innovations.*	15
II	Digital Payment Systems: NEFT, RTGS, IMPS, UPI; Digital wallets and mobile payments; Point-of-sale technologies and contactless payments; Role of NPCI in India's digital payment ecosystem; FinTech startups ecosystem and funding models. *Relevant case studies on digital wallets, instant payment systems, contactless payment technologies, and FinTech startups may be discussed to provide students with practical exposure to the digital payment ecosystem.*	15
III	Blockchain and its applications in banking (smart contracts, cross-border payments); Cryptocurrencies: Concept and regulatory approach; Artificial Intelligence and Machine Learning in risk assessment, fraud detection, and customer service; Robo-advisors and automated financial services. *Relevant case studies on cryptocurrency regulation, and robo-advisory services may be discussed to enhance students' practical understanding of emerging financial technologies.*	15
IV	Regulatory framework: RBI guidelines; Global practices (Basel norms, PSD2); Cybersecurity issues in digital banking, Data privacy and protection in financial services; Legal and ethical considerations in FinTech innovations, Future trends: CBDCs, embedded finance, RegTech, SupTech, InsurTech. *Relevant case studies on RBI regulations, cybersecurity incidents, central bank digital currencies, and regulatory technology may be discussed to provide students with practical insights into the regulatory and security aspects of FinTech innovations.*	15
	Total Contact Hours	60

<table>
<tr><th colspan="4">Suggested Evaluation Methods</th></tr>
<tr><th colspan="2">Internal Assessment: 30</th><th colspan="2">End Term Examination: 70</th></tr>
<tr><td></td><td></td><td>➢ Theory:</td><td>70</td></tr>
<tr><td>• Class Participation:</td><td>5</td><td colspan="2" rowspan="3">Written Examination</td></tr>
<tr><td>• Seminar/presentation/assignment/quiz/class test etc.:</td><td>10</td></tr>
<tr><td>• Mid-Term Exam:</td><td>15</td></tr>
<tr><th colspan="4">Part C-Learning Resources</th></tr>
</table>

Recommended Books/e-resources/LMS:

- Arner, D.W., Barberis, J., & Buckley, R.P., *The Evolution of Fintech*, University of Hong Kong.
- Bhalla, V.K., *Modern Banking and Financial Systems*, Anmol Publications.
- Chishti, S. & Barberis, J., *The FinTech Book*, Wiley.
- Bansal, A., *FinTech Revolution: Universal Banking in the Digital Age*, Notion Press.
- Iyer, R., *Digital Banking and Financial Technologies*, Taxmann.
- Mishra, S.K., *FinTech and Digital Banking*, Himalaya Publishing.
- Khan, M.Y., *Indian Financial System*, Tata McGraw-Hill.

Session: 2025-26			
PartA - Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	Strategic Human Resource Management		
Course Code	25COM-309		
CourseType	DEC-4		
Pre-requisite for the course (ifany)	NIL		
CourseLearningOutcomes(CLO) After completing this course, the learner will be able to:	CO1: The student will be able to define the concept of Strategic Human Resource management, the evolution of SHRM, understand the concept of strategy and related aspects CO2: The student will be able to understand practices in SHRM CO3: The student will be able to analyze the need and significance for training employees for improving the productivity of the organization and Evaluate the strategic issues in training and development for competitive advantage of a company CO4: The student will be able to understand Human Resource Management (HRM) in Developing Countries, Trends and Issues in SHRM.		
Credits	Theory		Total
	4		4
Teaching Hours per week	4		4
Internal Assessment Marks	30		30
End Term Exam Marks	70		70
Max. Marks	100		100
Examination Time	3 hours		-

Part B-Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction: Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy. Challenges in SHRM; Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies.	16
II	SHRM in Practice: - Identifying strategic positions; Managing employee relations - Unions and strategic collective bargaining;	14

	Strategic change, Restructuring and SHRM;Employee engagement and wellbeing; Matching culture with strategy; Behavioral issues in strategy implementation.	
III	Overview of Training and Development, Strategic Issues in Training and Development, Use of Technology in Training, Future of Internet-based Training. Strategic Dimension of Performance Appraisal, Moving from Performance Appraisal to Performance Management, Organizational Appraisal - Balanced Scorecard, Economic Value Added (EVA)	16
IV	Trends and Issues in SHRM: HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; HRM in developing countries. Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM	14
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
➢ **Theory**	**30**	➢ **Theory:**	**70**
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		

PartC-Learning Resources

Recommended Books/e-resources/LMS:

- Mello, J. A. (2006) Strategic Management of Human Resources.
- South Western. Schuler, R. S. & Jackson, S. E. (2007), Strategic Human Resource Management, Wiley India.
- Ashvini Kumar, Strategic HRM, Book Rivers Publishers.
- Ekta Sharma, Strategic HRM and development, Pearson Publication House.
- Pfeffer, J. (1998). The human equation: Building profits by putting people first. Harvard Business School Press
- Greer, C.R., Strategic Human Resource Management: A general managerial approach, Pearson Education.

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Session: 2025-26			
Part A – Introduction			
Name of Programme	Master of Commerce		
Semester	III		
Name of the Course	Entrepreneurship and Employability		
Course Code	25COM-EEC-310		
Course Type	EEC		
Pre-requisite for the course (if any)	NIL		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: know entrepreneurship concepts and apply Indian philosophical management principles in business practice. CLO 2: Understand Swadeshi thought, self-reliance, and the role of Indian leaders in ethical business and economic development.		
Credits	Theory	Practical	Total
	2	-	2
Teaching Hours per week	2	-	2
Internal Assessment Marks	15	-	15
End Term Exam Marks	35	-	35
Max. Marks	50	-	50
Examination Time	2 hours	-	-

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 5 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist of 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unitand the compulsory question. All questions will carry equal marks.

Unit	**Topics**	**Contact Hours**
I	Entrepreneurship- Concept of Entrepreneurship, Entrepreneurship vs. Managers, Emergence of Entrepreneurship, Role of Entrepreneurship in Economic Development, Entrepreneur- Concept, functions and Qualities.Management principals in Bhagwat Geeta/Vedanta. Practical Implications of Management principals of Bhagwat Geeta in day to day business operations.	16

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II	Swadeshi Thought, Self-Reliance, and Indian Business Leadership:Impact of foreign multinational corporations (MNCs) on Indian artisans and small entrepreneurs; decline of indigenous industries in the colonial and globalized context, Objectives and economic philosophy of the Swadeshi Movement; its present-day relevance in promoting local production and economic nationalism. Erosion of national economic power; revival strategies through self-reliance initiatives such as Atmanirbhar Bharat Abhiyan. Role of Indian personalities, intellectuals, and freedom fighters in shaping Indian business institutions, ethical leadership, and value-based management; contemporary relevance of Indian identity and indigenous knowledge in business and national development.	14
Total Contact Hours		30

Suggested Evaluation Methods

Internal Assessment: 15		**End Term Examination: 35**	
		➢ **Theory:**	**35**
• Class Participation:	04	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	04		
• Mid-Term Exam:	07		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

•*Entrepreneurship Development and Management, Vasant Desai; Himalaya Publishing House*

•*Stay Hungry Stay Foolish, Rashmi Bansal; CIIE.CO, IIM Ahmedabad*

•*Managing by the Bhagavad Gita: Timeless Lessons for Today's Managers, Edited by Satinder Dhiman & A. D. Amar; Springer Nature*

•*Business Ethics and the Bhagavad Gita: Directions for Ethical Leadership, Subba Rao Pulapa; Springer Cham*

•*Bhagavad Gita on Effective Leadership, Pujan Roka; Jaico Publishing House*

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Session: 2025-26

Part A – Introduction

Name of Programme	Master of Commerce
Semester	III
Name of the Course	Soft Skills in Business Communication
Course Code	25COM-311
Course Type	Hands on Training
Pre-requisite for the course (if any)	NIL
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Demonstrate effective verbal and non-verbal communication skills in professional and team-based business settings. CLO 2: Apply professional writing, interview, and workplace communication skills effectively in real-world business environments.

	Theory	Practical	Total
Credits	-	2 Credits	2
Teaching Hours per week	-	4	4
Internal Assessment Marks	-	15	15
End Term Exam Marks	-	35	35
Max. Marks	-	50	50
Examination Time	-	-	-

Part B- Contents of the Course

Unit	Topics	Contact Hours
I	Foundations of business communication: verbal and non-verbal communication; Active listening and feedback techniques; Body language, etiquette, and professional grooming; Public speaking and presentation skills (extempore, business presentations); Interpersonal skills and team communication; Group discussion techniques; Confidence building and personality development exercises. **Practical Activities:** Role plays, mock presentations, mock group discussions sessions, self-introduction sessions, peer feedback, communication games, and video-recorded practice sessions.	30

II	Business writing skills: emails, memos, notices, reports, and proposals; Resume writing; Interview skills; Corporate etiquette and workplace ethics; Conflict management and negotiation skills; Digital communication skills and virtual meeting etiquette; Time management. **Practical Activities:** Drafting exercises, simulated interviews, negotiation role plays, email writing labs, case-based communication exercises, and corporate scenario simulations.	30
	Total Contact Hours	60

Suggested Evaluation Methods			
Internal Practical: 15		**End Term Examination: 35**	
		➢ **Practical**	**35**
Part C-Learning Resources			

Recommended Books/e-resources/LMS:

- Lucas, S.E., *The Art of Public Speaking,* McGraw-Hill Education.
- Khera S., *You Can Win,* Macmillan Publishers.
- Mitra, B.K., *Personality Development and Soft Skills*, Oxford University Press.
- Sen, L., Communication Skills, PHI Learning.
- Bovee and Thill, *Business Communication Today*, Pearson Education.
- Kitty O. Locker and Stephen Kyo Kaczmarek, *Business Communication: Building Critical Skills*, McGraw-Hill Education.
- NPTEL – Communication Skills Courses (IIT/IISc)
- TED Talks
- Grammarly
- MindTools

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