

# As Per NEP 2020

## University of Mumbai



### Title of the program

- A- P.G. Diploma in Business Management  
B- M.Com. (Business Management) (Two Year) } 2023-24  
C- M.Com. (Business Management) (One Year) – 2027-28

### Syllabus for Semester – Sem I

Ref: GR dated 16<sup>th</sup> May, 2023 for Credit Structure of PG

# Preamble

## 1) Introduction

India is a fast growing economy with diverse culture, climate, regions and geographical coverage. There are plenty of opportunities to capitalise the resources, talents and work force diversity. With huge demographic dividend youth potentialities are tapped well. There is highest level of consumerism mapped in India and hence the Business ecosystem helps the businesses to understand their strategic management processes and applications for utilising them in success of business operations. Strategic Management subject allows students to understand business impulse, strategic patterns of business, synergy management, SBUs, Public and Private enterprise operations.

## 2) Aims and Objectives

1. Students will be introduced to Strategic Management leading to effective understanding of Vision and Mission of Organisations
2. Business Environment, corporate strategy, Governance, corporate renewal, Strategy vehicles for new directions, studying mergers and acquisitions , Alliances are all key components under SM for the students to study

## 3) Learning Outcomes

1. Strategic Management subject study will prepare students to generalise the theory and can help them to put in practice
2. The Learning of SM subject can bring concept clarity, focused and deep understanding of SM applicable to organisations and can also motivate students to start their own start ups

## 4) Any other point (if any)

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5. Credit Structure of the program (Sem-I, II, III & IV) (Table as per Parishisht 1 with Sign of HOD and Dean)

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Post Graduate Programs in University

Parishishta 1

Year (2 Year PG)	Level	Sem (2 Year)	Major		RM	OJT /FP	RP	Cum. Cr.	Degre e
			Mandatory*	Electives Any One					
I	6.0	Sem I	Strategic Management Credits 4	Credits 4	4			22	I
		Human Resource Management Credits 4	Organisational Behaviour						
			Consumer Behaviour Credits 4	OR					
			Business Ethics Credits 2	Tourism Management					
				OR					
				E-Commerce					
				Supply Chain Management					
				Total Quality Management					
				Personality Development and Soft Skills					
				RM					
		Sem II	Customer Relationship Management (CRM) Credits 4	Credits 4		4		22	
			Brand Management Credits 4	Indian Constitution					
			Professional Intelligence Credits 4	OR					
			Hospitality Management Credits 2	Information Transfer Skills in Research					
				OR					
				Safety & Health Management at Work					
				Career Planning & Development					
				Change Management					
				Indian Business Houses Management Practices					
Cum. Cr. For PG Diploma			28	8	4	4	-	44	

**Exit option: PG Diploma (44 Credits after Three Year UG Degree)**

II	6.5	Sem III	<b>Entrepreneurial Management Credits 4</b>  <b>Marketing Strategies and Practices Credits 4</b>  <b>Stress Management &amp; Consumer Psychology Credits 4</b>  <b>Social Media Marketing Credits 2</b>	<b>Credits 4</b> <b>Business Environment OR</b>  <b>Indian Aviation Industry OR</b>  <b>Performance Appraisal</b>  <b>Green Marketing</b>  <b>Talent Management</b>  <b>Marketing Research</b>			4	22	PG Degree After 3-Yr. UG
		Sem IV	<b>Corporate Restructuring Credits 4</b>  <b>Service Industry Credits 4</b>  <b>Advertising Credits 4</b>	<b>Credits 4</b> <b>Social Security &amp; Welfare of Employees OR</b>  <b>Use of ICT in Business OR</b>  <b>Women Leadership</b>  <b>Indian Ethos in Business</b> <b>Workforce Diversity</b>  <b>Media Planning</b>			6	22	
<b>Cum. Cr. For 1 Yr PG Degree</b>			26	8			10	44	
<b>Cum. Cr. For 2 Yr PG Degree</b>			54	16	4	4	10	88	

**Note:- \*The number of courses can vary for totaling 14 Credits for Major Mandatory Courses in a semester as illustrated**



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**Dr. KavitaLaghate,  
Dean,  
Commerce and Management  
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# Semester-I

*University of Mumbai*

## **Mandatory 1**

**Programme Name: M.Com ( Business Management )**

**Course Name: Strategic Management**

**TotalCredits:04**

**TotalMarks:100**

**Universityassessment:50**

**Collegeassessment:50**

**Prerequisite:**

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### **Learning Objectives**

- a) To enable the learners to understand new forms of Strategic Management concepts and their use in business
- b) The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations
- c) To develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions
- d) To acquaint the learners with recent developments and trends in the business corporate world

### **Course Outcomes**

- C1) Understand the basic concepts and process of strategic management
- C2) Develop and prepare organizational strategies that will be effective for today's organisations
- C3) Devise strategic approaches to managing a business successfully in a global context

### **Module 1**

#### **Unit 1 Introduction to Strategic Management**

- a) Concept and process of Strategic Management, Benefits and Risks of Strategic Management, Vision and Mission,
- b) Functional Strategies: Human Resource Strategy, Marketing Strategy, Financial Strategy, Levels of Strategies: Corporate, Business and Operational Level Strategy

#### **Unit 2 Strategy Formulation, Implementation and Evaluation**

- a) Strategic Formulation: Issues of strategic Choice, Stages and Importance of strategic Formulation, Formulation of Alternative Strategies: Mergers and Acquisitions, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.
- b) Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, Importance and Problems of Strategic Implementation, Importance, and Techniques of Strategic Evaluation and Control

### **Module 2**

#### **Unit 3 Business, Corporate and Global Strategies**

- a) Concept, Need and Forms of Corporate Restructuring, Concept, Internal and External factors and Causes of Corporate Renewal Strategies

- b) **Concept, Types, Importance, and Problems of Indian Strategic Alliances and International Businesses, Importance, Problems and Governing Strategies of PPP Model.**

**Unit 4 Emerging Strategic Trends**

- a) **Reasons for growing BPO and KPO businesses in India, Reengineering Business Processes, contribution of IT sector in Indian Business, Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies**
- b) **Process of business startups and its Challenges, Growth Prospects and government initiatives in Make in India Model with reference to National manufacturing, Contribution of Make in India Policy**

**Reference**

- *Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, PrashantSalwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia*
- *Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi*
- *Globalization, Liberalization and Strategic Management - V. P. Michael*
- *Business Policy and Strategic Management – SukulLomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi*
- *Strategic Management – Fred R. David, Published by Prentice Hall International*
- *Business Policy and Strategic Management – Dr AzharKazmi, Published by Tata McGraw Hill Publications*
- *Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill*
- *Public Enterprise Management and Privatisation – LaxmiNarain Published by S.Chand& Company Ltd, New Delhi*
- *Business Organisation – Rajendra P. Maheshwari, J.P. Mahajan, Published by International Book House Pvt Ltd*
- *Disasters and Development- Cuny Fred C, Published by Oxford University Press, Oxford*
- *At Risks Natural Hazards, People’s Vulnerability and Disasters- Wisner Ben P. Blaikie, T Cannon and I.davis, Published by Wiltshire Routledge*
- *Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai*
- *Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press*
- *Gaining and Sustaining Competitive Advantage, Jay B. barney, Eastern economy Edition, PHI Learning Pvt Ltd, New Delhi*
- *Strategic Management by Prof N.H. Mullick, Enkay Publishing House New Delhi*
- *Public Sector Perspective, by Dr M.VeerappaMoily*
- *The Impact of Private sector participation in Infrastructure- Lights, shadows and the Road ahead by Andres, Luis, Guasch, luis, J. Thomas, Haven & Foster, World Bank, Washington*

## **Mandatory 2**

**Programme Name: M.Com ( Business Management )**

**Course Name: Human Resource Management**

**TotalCredits:04**

**TotalMarks:100**

**Universityassessment:50**

**Collegeassessment:50**

**Prerequisite:**

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### **Learning Objectives**

- 1. HRM Scope, Concepts, Principles, Strategies and role get broadly defined and students get wider knowledge of the subject. The subject learning is essential in today's competitive business world.**
- 2. Recruitment, selection, performance appraisal, Training and development are vital requirements every working personnel to know and HRM subjects gives holistic knowledge of the same**

### **Course Outcomes**

- C1) The students will be able to apply theory, concept of HRM in their job place**
- C2) Jobs and Careers in HRM will encourage students to take up promising jobs in HRM field**

### **Module 1**

#### **Unit 1 Human Resource Management, Planning and Development**

- a) Human Resource Management – Meaning, Importance and Evolution, Recent trends in HRM, New HR strategies to deal with Challenges in HRM, Changing Role of HR Management, Jobs and Careers in HRM**
- b) Human Resource Planning – Meaning and importance, Determinants of HRP , Benefits and Barriers to HRP, Job Analysis and Design, Techniques of Job Design , Meaning of Recruitment, Recruitment Process, Factors governing recruitment, Meaning of Selection, Steps in Selection Process, Types of Tests**

#### **Unit 2 Training and Development, Performance Appraisal**

- a) Introduction and Need for training, Methods and types of training , Process/steps in training programmer Evaluation of the effective training programme, Career Advancement, and Knowledge enrichment**
- b) Performance Appraisal – Meaning, Process, Methods, limitations and Challenges of Performance Appraisal , Legal issues associated with Performance appraisal**

### **Module 2**

#### **Unit 3 Health and Safety, Labour Legislation & Industrial Disputes**

- a) Safety Measures and Safety Programmes, Job Stress and its Impact on Job Performance, Role of organization in ensuring mental and physical health of employees, Need of Work life Balance**



- b) Recent changes to Employees Acts like payment of, Gratuity Act, Provident Fund Act, Minimum Wages Act, Workmen Compensation Act, ESI Scheme. Prevention of Sexual harassment Act (POSH), Nature, Causes of Industrial Disputes, Prevention and Settlement of Industrial Disputes, Succession Planning- Culture, Problems and Issues of Succession Planning

#### Unit 4 Emerging Issues In H.R.M

- a. International Human Resource Management, HR Ethical Issues, CSR and HRM, Human Resource Audit, Revamping of HR strategies in managing Disasters like health pandemics, HR and Business Environment
- b. Professional Intelligence principles, Employee Engagement, Managing Gen Z, Talent Management Concept, Importance, Process, VUCA Environment(Volatility, Uncertainty, Complexity, Ambiguity), Work- Life Balance

#### References

- Venkata Ratnam C. S. &Srivatsava B. K.,*PERSONNEL MANAGEMENT AND HUMAN RESOURCES*, Tata Mc-Graw Hill, NewDelhi,,
- Aswathappa, *HUMAN RESOURCE MANGEMENT*, Tata McGraw Hill, NewDelhi, 2010
- Garry Dessler&Varkkey, *HUMAN RESOURCE MANAGEMENT*, Pearson, New Delhi, 2009
- Alan Price, *HUMAN RESOURCE MANAGEMENT*, Cengage Learning, NewDelhi, 2007
- PravinDurai, *HUMAN RESOURCE MANGEMENT*, Pearson, New Delhi,2010
- Snell, Bohlander&Vohra, *HUMAN RESOURCES MANAGEMENT*, Cengage, NewDelhi, 2010
- Peter J. Dowling, Marion Festing, Allen d. Engle Sr: *International Human Resource Management, 5th Edition*, Cengage Learning
- P. L. Rao: *International Human Resource Management, Text and Cases*, Excel Books
- Peer J. Dowling, Denise E. Welch and Randall S. Schuler (1999): *International Human Resource Management, Managing People in a Multinational Context*, South Western College Publishing.
- Chris Brewster, Paul Sparrow and Guy Vernon, *International Human Resource Management, The Universities Press*
- A.V.Phatak: *International Dimensions of Management*, Cincinnati, South Western College
- Peter J. Dowling, Marion Festing, Allen D. Engle, *International Human Resource Management*, Thomson Learning.
- Dennis R. Briscoe, Randall S. Schuler, *International Human Resource Management: Policy and Practicefor the Global Enterprise*, Psychology Press
- S C. Gupta: *International Human Resource Management- Text and Cases*, MacMillan Publishers

### **Mandatory 3**

**Programme Name: M.Com ( Business Management )**

**Course Name: Consumer Behaviour**

**TotalCredits:04**

**TotalMarks:100**

**Universityassessment:50**

**Collegeassessment:50**

**Prerequisite:**

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#### **Learning Objectives**

The Course learning objectives broaden the knowledge and awareness of students towards Consumer Behaviour practices and applications

#### **Course Outcome:**

- C1) To understand and strengthen fundamentals of Consumer Behaviour.**
- C2) To create awareness about consumer motivation and perceptions.**
- C3) To understand underlying behaviour about consumer learning.**
- C4) To understand consumer behaviour in globalised era**

#### **MODULE-1:**

##### **UNIT-1 INTRODUCTION TO CONSUMER BEHAVIOUR**

- a) Consumer Behaviour- Meaning, Significance of consumer behaviour, Types of Consumer Behaviour (complex, variety seeking, Dissonance reducing, habitual), Current trends in Consumer Behaviour.**
- b) Consumer Perceptions and Attitude Formation, Thinking, Language and Intelligence Learning, Motivation and Emotion, Personality and Lifespan Development.**

##### **UNIT-2 DETERMINANTS OF CONSUMER BEHAVIOUR**

- a) Internal factors & External Factors affecting consumer behaviour, Influences on Buyer behaviour- Cultural, Social, Demographic & Psychographic influences, Organisational buyer's decision process.**
- b) Social Psychology and Consumer Psychology, Marketing Concept and Implications on Consumer Behaviour**

#### **MODULE 2:**

##### **UNIT- 3 CONSUMER LEARNING:**

- a) Elements of consumer learning, Habit – Meaning, Model of habitual purchasing behaviour, Brand equity, Brand loyalty.**
- b) Theories of Learning: Classical conditioning, Instrumental conditioning, Cognitive learning and Observational learning or modelling.**

#### **UNIT -4 TRENDS IN CONSUMER BEHAVIOUR**

- a) Online Buying Behaviour process, Tools to study buyer behaviour- survey, projective techniques & focus group discussions, Implications of Social media marketing on consumer behaviour
- b) Consumerism: Meaning, Reasons behind rise of Consumerism in India, Benefits of consumerism, Precautionary measures to be adopted by consumers, Framework for consumer protection by Government, Use of Internet and its impact on Consumer Behaviour.

#### **REFERENCES:**

- *Consumer Behaviour in Indian Perspective SujaR.Nair Himalaya Publishing House*
- *Consumer Behaviour and Retail Management, A.Hari Hara Nath Reddy, G.Rama Krishna, K.VenugopalRao, Mangalam Publications*
- *Consumer Behavior: Concepts and Applications, David L. Loudon and Albert J. Della Bitta, Mcgraw Hill International edition.*
- *Understanding the Consumer, Isabella Szmigin, Response Books.*
- *Consumer Behaviour, Leon G. Schiffman, Leslie Lazar Kanuk, Prentice-Hall of India*
- *Consumer Behaviour: Text & Cases, Satish K. Batra & S.H.H. Kazmi, Excel Books*
- *Consumer Marketing, M.V.Kulkarni, Everest Publishing House.*
- *Marketing Management, RajanSaxena, Tata McGraw Hill Publishing, New Delhi, 2003.*

## **Mandatory 4**

**Programme Name: M.Com ( Business Management )**

**Course Name: Business Ethics**

**TotalCredits:02**

**TotalMarks:50**

**Universityassessment:25**

**Collegeassessment:25**

**Prerequisite:**

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### **Learning Objectives**

1. **Ethics is the backbone of human life as it allows a person to behave, work or act with responsibility, ethics, values and morals**
2. **Business ethics is a must for students to study the etiquettes of life**

### **Course Outcomes**

- C1) **Business Ethics subject will create a society with more morally sound and ethical right persons**
- C2) **The subject will allow students to embrace good values thereby having a sense of right and wrong**

### **Module 1**

#### **Unit 1 Introduction of Business Ethics**

- a) **Ethics- Meaning, Business Ethics Concept, Types of Ethics, Ethics and Values, Indian Ethos and Work Ethos, Moral Standards, Guidelines for developing code of ethics, Personal Ethics- Value of Self, Promote Happiness, Emotions and Honesty, Keys to Personal Ethics , Ethics of Virtue and Ethics of Principle**
- b) **Various approaches to Business Ethics - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.**

### **Module 2**

#### **Unit 2 Ethics of Environment, Employees Rights and Duties & Corporate Social Responsibility:**

- a) **Environment Issues – Global Warming, Climate Change, Ethics in Human Resource Management , Employees Rights- Right to work, Equality of Opportunity, Concept of fair wages, Duties of employees, Human Rights , Sexual Harrassment**
- b) **Corporate social responsibility and Corporate governance – Concept and Importance, Corporate philanthropy, Drivers of CSR, Indian Corporates and CSR Case Studies, Role of NGOs in CSR, CSR and Sustainable Development**

## References

- **Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt Ltd, New Delhi**
- **Sharma J.P ' Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi**
- **S.K.Bhatia, Business Ethics and Corporate Governance**
- **William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publishing Company.**
- **Corporate Crimes and Financial Frauds, Dr.Sumit Sharma, New Delhi India**
- **R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi**
- **Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.**
- **Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.**
- **Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi**
- **Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997**
- **Roger Bradburn, Understanding Business Ethics, Continuum. London, 2001.**
- **P. Kamatchi, Business Ethics, I.K International Publishing House, New Delhi, 2015.**

## Elective 1

Programme Name: M. Com ( Business Management )

Course Name: Organisational Behaviour

Programme Name: M.Com. PART I Semester I (Management)

Course Name: Organisational Behaviour

Total Credits :04

Total Marks:100

University assessment: 50

College assessment:50

Prerequisite: Knowledge of Management studies

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### Learning Objectives

1. Organisational Behavior is essential part of working life of employees
2. Organisational Behavior allows employees to internalize good working culture , respectto the organization

### Course Outcomes

- C1) .Students will learn that organizational goals are far more important than individual goals
- C2) . Students will learn to manage stressful conditions of work place

### MODULE I: (2CREDITS)

#### Unit1:Introduction and Evolution Organisational Behaviour, Individual and Group Processes

- a) Definition of Organisational Behaviour, Historical Development of OB, Human Relations Management, Discipline of OB, Evolution Stages of OB, Models of OB
- b) Definition and Need of Motivation, Motivational Content theories- Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Alderfer's ERG Theory, McClelland's Need Based Model, Process Theories- Equity Theory, Vrooms Expectancy Theory, Contemporary Theory- Cognitive Evaluation theory ,Leadership – Meaning and Types, Transactional vs Transformational Leadership, Hersey and Blanchard's situational leadership.

#### Unit2: Foundation of Individual Behaviour

- a) Factors affecting Individual behavior& Personality - Personal, Psychological, Environmental and Organisational factors, Nature and Determinants of personality, Personality Traits – Locus of Control, Type A and Type B Personality, Machiavellianism, Self Monitoring
- b) Perception &Attitude Factors Influencing Perception, Managing perception Process, Perception and OB, Attitude – Nature , components , work related attitudes , Barriers to attitudinal Change, Measures to attitudinal change.

## **MODULE II: (2CREDITS)**

### **Unit3: Organisation Communication , Group dynamics & Behaviour Outcomes**

- a) Transactional Analysis, Lateral Thinking, Delphi Technique, Power of Grapevine, Group Dynamics and types of groups, Determinants of Group Behaviour
- b) Power, Politics & Conflict - Sources of Power, Types of Organisational politics, Conflict – Levels of Conflict, Strategies for resolving Conflict, Guidelines for effective negotiation.

### **Unit4: Emerging Challenges**

- a) Stress Management & Organizational Culture – Meaning of Stress, Work stress Model, Sources of Stress, Psychological Disorders , Stress Management and coping strategies and impact of stress on and Performance, Organizational culture – Cultural Dimensions, Types , Values and vision creating and sustaining culture
- b) Workforce Diversity – Concept, Managing Diversity effectively, Ethical Behaviour in workplace, Managing Ethics at work place.

### **References:**

1. K. Aswathappa, Organisational Behaviour, 12<sup>th</sup> Revised Edition, Himalaya Publishing House
2. Ramesh B Rudani, , 'Management and Organisational Behaviour , Mc Graw Hill Education Private Limited , New Delhi .
3. P. SubbaRao , 'Organisational Behaviour – Text , Cases & games', 2<sup>nd</sup> Revised Edition 2013, Himalaya Publishing House.
4. Stephen P. Robins, 'Organisational Behaviour , PHI Learning/ Person Education , 11<sup>th</sup> Edition 2008
5. UdaiPareek , " Organisational Behaviour" , Oxford University Press
6. Fred Luthans, "Organisational Behaviour" , McGraw Hill, 11<sup>th</sup> Edition 2001
7. K. Ashwathappa, Organisation Behaviour- Text, Cases & Games, Himalaya Publishing House, 2014 Edition.
8. Gerald Greenberg, Behaviour In Organisation, Pearson Edition (Prentice Hall India)
9. Tyson, Shaun and Tony Jackson; 'The Essence of Organizational Behavior'; Prentice–Hall of India Private Ltd., New Delhi, Latest edition.
10. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Prentice–Hall of India Private Limited; New Delhi; 8th Edition or later editions.
11. Ramnarayan. S and Ram Mohan Rao; 'Managerial Dilemmas'; Tata–McGraw HillPublishing Company Limited, New Delhi, 1996 or later editions.
12. Sharma, S., OrganisationalBehaviour, Tata McGraw-HillEducation, 2012.
13. Selected articles from journals such as Harvard Business Review, Vikalpa, etc

## Elective 2

Programme Name: M.Com ( Business Management )

Course Name: Tourism Management

TotalCredits:04

TotalMarks:100

Universityassessment:50

Collegeassessment:50

Prerequisite:

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### Course Outcomes

- C1) To provide an analytical framework to understand the emerging world of Tourism Management
- C2) To make the learners enable with current tourism Marketing and promotion
- C3) To develop the understanding about Travel agency and International Tourism
- C4) To enable to understand the future development of tourism and government policies of tourism

### Module 1

#### Unit 1 Introduction to Tourism Management

- a) Tourism Concept, Characteristics Importance and Types of Tourism, Tourism Industry Concept, Structure and Components, Career options in Tourism.
- b) Tourism Destination Concept, Elements, Tourism Destination Planning Process and Importance.

#### Unit 2 Tourism Products, Advertising and Promotion

- a) Tourism Product Concept, Characteristics, Types, Tourism Product Planning- Need Tourism Pricing Influencing factors, Tourism Pricing Policies,
- b) Tourism Promotion: Importance, Elements of Tourism Promotion, Role of Advertising, Promotional Plan Implementation Procedure, Incredible India Campaign.

### Module 2

#### Unit 3 Travel agency and International tourism

- a) Travel Agency and Tour operators Definition and Differentiation, Types, Importance and Functions of travel agency, Tourism business setting process, Types of tourism organization to be set up : Proprietorship, Partnership, Franchise,
- b) Approval from Ministry of Tourism and IATA, International Tourism Concept, Importance, Role of Institutions and organizations in promoting International Tourism WTTC , IATO, TAAI, ITDC.

#### Unit 4 Tourism Development

- a) Government incentives for Tourism Development and Promotion, Factors influencing growth of Tourism Industry in India, Major Tourism schemes of Government of India- Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Prime force in expansion of tourism, Approaches to Sustainable Tourism



- b) **Tourism and Hotel Industry , Human Resource in Tourism Industry, Indian Culture, Fairs and Festivals in India and its impact on Tourism .**

**References:**

- ***Marketing Mgmt. for Travel & Tourism Nelson Thrones***
- ***Introduction to Tourism & Hotel Industry,Zulfikar,SPD***
- ***Tourism and Sustainability by Martin Mowforth& Ian Munt***
- ***Bhatia A.K.: International Tourism Management, New Delhi, Sterling Publishers***
- ***Roday, S., Biwal, A., & Joshi, V. (2012). Tourism Operations and Management . NewDelhi: Oxford University Press.***
- ***Chaudhary, M. (2012). Tourism marketing. New Delhi: Oxford University Press.***
- ***Swain, S. K., & Mishra, J. M. (2012). Tourism Principles and practices. New Delhi: Oxford university press.***
- ***Bhatia, A. K. (2011). The Business of Tourism: Concepts and Strategies. New Delhi: Sterling publishers private limited.***
- ***Raheja, B. L. (2006). Tourism and Hospitality Services. New Delhi: Arise Publishers & Distributors***
- ***Dhar, P. N. (2006). Development Tourism and Travel Industry: an indian perspective. New Delhi: Kanishka Publishers.***

## Elective 3

Programme Name: M.Com(Management)

Course Name: E-Commerce

TotalCredits:04

TotalMarks:100

Universityassessment:50

Collegeassessment:50

Prerequisite:

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### Course Outcomes

- C1) To provide an analytical framework to understand the emerging world of e-commerce
- C2) To make the learners familiar with current challenges and issues in e-commerce
- C3) To develop the understanding of the learners towards various business models
- C4) To enable to understand the Web- based Commerce and equip the learners to assess e-commerce requirements of a business
- C5) To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce

### Module 1

#### Unit 1 Introduction to Electronic Commerce –Evolution and Models

- a) Concept and Evolution of E-Commerce, Roadmap of E-Commerce in India, Benefits and Challenges of E-Commerce, Types of Business models of E-commerce,
- b) Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G), Business to Consumer E-Commerce process, E-Commerce Sales

#### Product Life Cycle (ESLC) Model

#### Unit 2 World Wide Web and E-enterprise

- a) Reasons for building own website/World Wide Web, Benefits of Website, Registering a Domain Name, Web site design principles, EDI and paperless trading; Pros & Cons of EDI;
- b) Related new technologies use in E-commerce, Concept and Types of E- CRM, Managing the E-enterprise, Comparison between Conventional and E- organisation, Benefits and Limitations of E- enterprise

### Module 2

#### Unit 3E-Marketing and Electronic Payment System

- a) Scope and Techniques of E-Marketing, Web advertisements, Role of social media, The pros and cons of online shopping, Justify an Internet business.
- b) Characteristics of E-payment system, SET Protocol for credit card payment, Types of payment systems, Operational, credit and legal risks of E-payment system, Set standards / principles for E-payment

#### Unit 4 Legal and Regulatory Environment and Security issues of E-commerce

- a) Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents.
- b) Importance of Electronic Records as Evidence, Types and sources of threats, Protecting electronic commerce assets and intellectual property, Client server network security, Electronic signature and Encryption.

#### References

- *Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Education).*
- *Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi :Pearson Education).*
- *Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success(newDelhi : Pearson Education).*
- *Smith, P.R. and Dave Chaffey (2005), eMarketingeXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)*
- *VivekSood Cyber Laws Simplified-TMH (2001)*
- *Vakul Sharma Handbook of cyber Laws-Macmillan (2002)*
- *SundeeepOberol e Security and you-TMH (2001)*
- *Greenstein &Feinman Electronic Commerce-Security, Risk Mgt and Control-TMH (2000)*
- *Adam Nabli R. (Editor) Electronic Commerce: Technical Business and Legal Issues.*
- *Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness*
- *Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition- Tata McGrawHill Publications, 2008.*
- *KamleshK.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008*
- *Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004*
- *E- Commerce Strategies, Technology and applications (David) Tata McGrawHill*
- *Introduction to E-commerce (jeffrey) Tata- Mcgrawhill*
- *E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra*
- *Web Technology : Ramesh Bangia*
- *HTML – The complete Reference :*
- *Gary Schneider, Electronic Commerce, Thomson Publishing.*
- *Pandey, Srivastava and Shukla, E-Commerce and its Application, S. Chand*
- *P.T. Joseph, Electronic Commerce – An Indian Perspective, P.H.I*
- *Turban, King, Viehland& Lee, Electronic Commerce- A Managerial Perspective, Pearson.*
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- **Journal of Electronic Commerce Research (JECR)** ISSN: 1526-6133 (Online) 1938-9027 (Print) ([http://web.csulb.edu/journals/jecr/a\\_j.htm](http://web.csulb.edu/journals/jecr/a_j.htm))

University of Mumbai

**Elective 4**  
**Programme Name: M. Com ( Business Management )**  
**Course Name: Supply Chain Management**

**TotalCredits:04**

**Universityassessment:50**

**Prerequisite:**

**TotalMarks:100**

**Collegeassessment:50**

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**Module 1**

**Unit 1Introduction to Supply Chain Management (SCM)**

- a) **Concept, Features, Importance,Process and Barriers of Supply Chain Management, Principles, Supply Chain Strategies - Organizations,Coordination, Innovation and Forecasting.**
- b) **Concept and Types of Supply chain intermediaries,Channels of Distribution for Industrial Goods and Consumer Goods, Channel ofDistribution at Services Level, Factors for selection of suitable channels.**

**Unit 2Perspective Supply Chain Management (SCM)**

- a) **Global and Indian perspectives- Measuring and analysing the value and efficiency ofglobal Supply Chain Networks, Global market forces, Types of global supplychain,**
- b) **Customer Perspectives: Economic effects of supply chains, Customer values, Role of customers and Ways ofimproving customer services in SCM.**

**Module 2**

**Unit 3Logistics Management**

- a) **Concept and Process of Logistics Management, Three C's, Reverse Logistics, Importance of Inventory Control, Bull-whip effect, Transport Functions, Forms of Transport Infrastructure, Warehouse Functions**
- b) **Importance of Consumer and Industrial GoodsPackaging, Factors influencing Materials Planning, Preservation, Safety and Measures of Materials Handling**

**Unit 4Design of SCM and Use of Internet**

- a) **Source of Procurement of SCM, Production or AssemblySteps, Sales return of defective or excess goods, E-market places, E-procurement, E-logistics, E-fulfilment,**
- b) **Enterprise Resource Planning (ERP), PerformanceModelling of supply chains using Markov chains, importance of Inventory Control, Pareto's Law**

## References

- **W.J. Hopp and M.L. Spearman. *Factory Physics: Foundations of Manufacturing Management*. Irwin, McGraw-Hill, 1996.**
- **N. Viswanadham. *Analysis of Manufacturing Enterprises*. Kluwer Academic Publishers, 2000.**
- **Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors). *Quantitative Models for Supply Chain Management*. Kluwer Academic Publishers, 1999.**
- **R.B. Handfield and E.L. Nichols, Jr. *Introduction to Supply Chain Management*. Prentice Hall, 1999.**
- **N. Viswanadham and Y. Narahari. *Performance Modeling of Automated manufacturing Systems*. Prentice Hall of India, 1998.**
- **Sunil Chopra and Peter Meindel. *Supply Chain Management: Strategy, Planning, and Operation*, Prentice Hall of India, 2002.**
- **Jeremy F. Shapiro. *Modeling the Supply Chain*. Duxbury Thomson Learning, 2001.**
- **David Simchi Levi, Philip kaminsky, and Edith Simchi Levi. *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*. Irwin McGrawHill, 2000.**

**Elective 5**  
**Programme Name: M. Com (Business Management )**  
**Course Name: Total Quality Management**

**TotalCredits:04**  
**Universityassessment:50**  
**Prerequisite:**

**TotalMarks:100**  
**Collegeassessment:50**

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**Module I**

**Unit 1.- Introduction**

- a) **Definition, Concept and Features of TQM, Evolution of TQM, Components of TQM, Benefits and Barriers of TQM, Quality Planning, Dimensions of Quality, Cost of Quality, Cost of failure, Waste control**
- b) **TQM - Japanese Total Quality Control (JTQC), Total Quality Management (TQM), Business Process Reengineering (BPR), Lean Thinking and Six Sigma**

**Unit 2 Principles and Philosophies**

- a) **Eight Principles of TQM, Four Models of TQM, Design control, Tolerance and Variability, PDCA cycle,**
- b) **TQM Concept, Principles and Practices From Quality Gurus to identify the concept of TQM - Deming (1986), Juran (Juran and Gryna, 1993), Crosby (1979), Feigenbaum (1991), and Ishikawa (1985)- Juran's quality trilogy, Crosby's 10 points and Deming's 14 Points customer requirements, quality improvement and Zero defects**

**Module II - Applications of TQM ( 2 credits)**

**Unit 3 – Tools and Techniques**

- a) **Total Quality Management Tools- Concepts, benefits and Elements of Benchmarking, Features, Advantages and steps of Quality Circles, Taguchi Quality Loss Function**
- b) **Concept, features, goals and Methodology (DMAIC) of Six Sigma, FMEA – Failure Mode and Effect Analysis – Concept and Categories, Kaizen – Concept and Principles, 5S Kaizen**

**Unit 4- Emerging issues in TQM**

- a) **Concept , Benefits and process of implementation of ISO- 9000, Concepts and Benefits of ISO- 14000, TPM (Total Productive Maintenance)- Concept and Pillars**

- b) QFD(Quality Function Deployment )- Concept and Phases, SERVQUAL – Concept and Dimensions, Emerging challenges in Quality Management

#### References

- *Total Quality Management by N.V.R Naidu, G. Rajendra New Age international, First Edition, Jan 2006*
- *Total Quality Management by R.S Naagarazan ,New Age international,3e, 2015 10*
- *Quality Control & Application by B. L. Hanson & P. M. Ghare, Prentice Hall of India, 2004.*
- *Total Quality Management by V.S Bagad Technical Publications, First Edition, Jan 2008*
- *Total Quality Management by S. Rajaram Dreamtech Press, First Edition, Jan 2008*
- *Dale H Basterfield et al , Total Quality Management, Pearson 2013*
- *N. Logothetis, Managing for Total Quality, Prentice Hall of India*
- *R Mohanty, TQM in the Service Sector, Jaico Publishing House*
- *Ross Joel & Susan Perry, Total Quality Management, Text, Cases & Readings, 3<sup>rd</sup> Ed.*



## **Elective - 6**

**Programme Name: M.Com. (Business Management)**

**Course Name: Personality Development and Soft Skills**

**Total Credits: 4**

**University Assessment: 50 marks**

**University Department/ College Assessment : 50 marks**

### **Learning Objectives**

- 1. Personality Development and Soft Skills is an important skill based subject that is required for the commerce and management students to learn apart from their regular area of subjects**
- 2. The subject will give holistic 360 degree turn to the Personality Development of Students**

### **Course Outcomes**

- C1) . Personality Development and Soft Skills will allow students to have command on language, vocabulary, mannerism**
- C2) . Personality Development and Soft Skills will prepare students to adapt to changing situations by learning new talents, use of tactics, get introduced to tacit knowledge and also can develop their creative skills**

### **MODULE-1:**

**2 credits**

#### **UNIT-1 Personality Development**

- a) Personality- Definition, Personality traits, Determinants of Personality, Classic and modern Theories of Personality- Gordon Allports Trait Theory, Myers-Briggs Type Indicator**
- b) Personality Development- Introduction and importance , Health- Physical, Mental and Social health, Stress Management and Stress coping ability, Values and culture, Self Confidence and interpersonal relations, leadership skills, Problem solving, conflict resolution and decision making, achievement motivation, goal setting and risk taking**

#### **UNIT-2 Personality and Emotions**

- a) Personal Attributes, Attitude & Behaviour , Emotional Intelligence, Five factor EI- Social Awareness, Self Regulation, Motivation, Empathy and Social Skills, Personal Hygiene and dressing sense, Postures and gestures, Body Language, Good manners and Character building**
- b) Emotional Intelligence, Intellectual Quotient and Job Performance , Perception-Meaning , Factors influencing Perception , When perception fails, Learning-Meaning, Theories of Learning – Social learning theory, Reinforcement theory, , Types of reinforcement, Cognitive learning, insight learning, Imitation learning**

**MODULE 2:****2 credits****UNIT-3 Soft Skills**

- a) Definition of Soft skills, Soft Skills V/S Hard Skills, Soft Skills and Multiple Intelligence, Howard Gardners Theory of Individuals and Distinct Kinds of Intelligence, Soft Skills – Listening Skills, Assertiveness Skills, Communication Skills, Dimensions of Soft Skills- Attitude, Communication and Etiquettes,
- b) Language Skills- Listening, Types of Listening, Fluency and Accuracy in speaking, Conversation skills- Oral communication, Barriers to effective communication, Reading skills- Types of reading, Strategies to develop reading, Writing- Types of writing, Qualities of good writing , Vocabulary building, Voice modulation and impactful speaking

**UNIT-4 Etiquettes and Job success**

- a. Creative thinking, Values- nature and classification of values-moral, aesthetic, social and spiritual , role of teacher in moral education of students, Presentation skills , Role of Social media, AI and Chat GPT in soft skills development, Research and soft skills development
- b. Business Etiquette and social etiquettes, Netiquette- respectful communication on internet, Resume Writing, how to write Application letter, How to face interviews, rules to follow in Group Discussion and Debates , Job/Career success

**REFERENCES:**

1. Allport. G. W, Personality- A psychological Interpretation, London constable and company ltd 1937 reprinted in 1966
2. Krishna Mohan V, Personality Development- planning your success in campus interviews and job fairs, Excel books India 2009
3. Lawrence A P1ervin, Oliver P John- Handbook of Personality, theory and research, 2<sup>nd</sup> edition, 2001
4. Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972
5. Daniel Coleman, Emotional Intelligence, Bantam Book, 20 ICT Academy of Kerala, "Life Skills for Engineers", McGraw Hill Education (India) PrivateLtd.,2016.
6. Caruso, D. R. and Salovey P, "The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership", John Wiley & Sons, 2004.
7. Kalyana, "Soft Skill for Managers"; First Edition; Wiley Publishing Ltd, 2015.
8. Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.

**Programme Name: M. Com (Business Management )**  
**Course Name: Research Methodology In Commerce and Management**

**TotalCredits:04**

**Universityassessment:50**

**Prerequisite:**

**TotalMarks:100**

**Collegeassessment:50**

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### **Learning Objectives**

- 1. The main objective of research is to find out answers to the research questions in a more scientific manner.**
- 2. Research methodology in commerce and management will bear major objective of applying research for problem oriented research and problem solving research**

### **Course Outcomes**

- C1). Research methodology in commerce and management subject will provide the students objectivity through subject in systematic manner**
- C2). Research methodology in commerce and management subject will teach students to adopt ethical standards, defining purpose of research, revealing limitations of research frankly, analysing collected data accurately , correctly and authentically , presenting findings unambiguously and giving unbiased conclusions**

### **Module 1**

#### **Unit 1Introduction to Research**

- a) Meaning of Research, Need and Scope of Research in Social Sciences, Humanities, Commerce and Management, Types of research- Basic, Applied, Descriptive, Analytical, Casual and Empirical Research.**
- b) Planning of Research, Selection of Research Problem , Research Design, Significance of Review of Literature, Formulation, Importance and Types of Hypothesis, Significance and Methods of Sampling, Factors determining sample size**

#### **Unit 2 Research Process**

- a) Stages in Research process, Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data, Secondary data: Sources and Limitations, Meta-Analysis**
- b) Factors affecting the choice of method of data collection, Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire**

### **Module 2**

#### **Unit 3Data Processing and Statistical Analysis**

- a) Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation, Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis.**

- b) Testing of Hypotheses – Parametric Test-t test, f test, z test, Non-Parametric Test -Chi square test, ANOVA, Factor Analysis, Multiple Regression Analysis, Interpretation of data: significance and Precautions in data interpretation

**Unit 4 Research Reporting and Modern Practices in Research**

- a) Research Report Writing: Importance, Essentials, Structure/ layout, Types, References and Citation Methods: APA (American Psychological Association), CMS (Chicago Manual Style) MLA (Modern Language Association) , Bibliometrics
- b) Footnotes and Bibliography, Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research
- Reference:

*Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd*

- *Business Research Methodology by T N Srivastava and ShailajaRego, Tata Mcgraw Hill Education Private Limited, New Delhi*
- *Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House*
- *Research Methodology by Dr Vijay Upagude and Dr Arvind Shende*
- *Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd*
- *Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd*
- *SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd*
- *Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House*
- *Statistical Analysis with Business and Economics Applications, Hold Rinehart &Wrintston, 2nd Edition, New York*
- *Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc*
- *Business Research Methods, EmeryC. Willima, Richard D. Irwin In. Homewood*
- *Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York*
- *Research and Methodology in Accounting and Financial Management, J.K Courtis*
- *Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E*
- *Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.*
- *Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009*

**Paper Pattern (Total 50 Marks)**

Internal = 25 Marks  
External = 25 Marks

**Internal Paper Pattern (25 Marks)**

Q1. Project Presentation/ Case Study writing 05 Marks  
Q2. Quiz/ Group discussion 05 Marks  
Q3. Paper Presentation/ Seminar presentation 05 Marks  
Q4. Class Test 10 Marks

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Total 25 Marks

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**External Paper Pattern (25 Marks)**

Q1. Case Study Analysis 05 Marks  
Q2. Answer the following (Any One) 10 marks  
A  
Or  
B  
Q3. Answer the following (Any One) 10 Marks  
A  
Or  
B

Total 25 Marks

## Paper Pattern

(Total 100 Marks)

Internal = 50 Marks

External = 50 Marks

### Internal Paper Pattern (50 Marks)

Q1. Project Presentation/ Case Study writing	10 Marks
Q2. Quiz/ Group discussion / Role Playing	10 Marks
Q3. Paper Presentation/ Seminar presentation	10 Marks
Q4. Class Test	20 Marks
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Total	50 Marks
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### External Paper Pattern (50 Marks)


Q1. Case Study Analysis	10 Marks
Q2. Answer the following (Any One)	10 marks
A	
Or	
B	
Q3. Answer the following (Any One)	10 Marks
A	
Or	
B	
Q4. Answer the following (Any One)	10 marks
A	
Or	
B	
Q5. Answer the following (Any One)	10 marks
A	
Or	
B	


Total 50 Marks

### Letter Grades and Grade Points:

Semester GPA/ Programme CGPA Semester/ Programme	% of Marks	Alpha-Sign/ Letter Grade Result
9.00 - 10.00	90.0 - 100	O (Outstanding)
8.00 - < 9.00	80.0 - < 90.0	A+ (Excellent)
7.00 - < 8.00	70.0 - < 80.0	A (Very Good)
6.00 - < 7.00	60.0 - < 70.0	B+ (Good)
5.50 - < 6.00	55.0 - < 60.0	B (Above Average)
5.00 - < 5.50	50.0 - < 55.0	C (Average)
4.00 - < 5.00	40.0 - < 50.0	P (Pass)
Below 4.00	Below 40.0	F (Fail)
Ab (Absent)	-	Absent

### Team for Creation of Syllabus

Name	College Name	Sign
Prof (Dr) Sangeeta N Pawar Professor and Head	Department of Commerce University of Mumbai	
Prof (Dr) Kishori J Bhagat Principal	Dr S. D. D Arts, Commerce and Science College, Wada, Palghar	
Prof (Dr) KanchanFulmali	Dahanukar College Vile Parle, Mumbai	



Prof (Dr) Sangeeta N Pawar  
Professor and Head  
Department of Commerce  
University of Mumbai

Dr. Kavita Laghate,  
Dean,  
Commerce and Management  
University of Mumbai

## Appendix- B

### Justification for M. Com ( Business Management )

1.	Necessity for starting the course:	NEP 2020
2.	Whether the UGC has recommended the course:	Yes
3.	Whether all the courses have commenced from the academic year 2023-24	Yes
4.	The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?:	Aided Courses, Yes
5.	To give details regarding the duration of the Course and is it possible to compress the course?:	Two Years Course, Each course has Separate Specialization the course cannot be Compressed
6.	The intake capacity of each course and no. of admissions given in the current academic year:	Business Management 80
7.	Opportunities of Employability / Employment available after undertaking these courses:	Jobs in teaching field, Research associates, Computer Analyst, Accountants, Banking jobs. Marketing Representatives, HR Staff, Web Designer, Animator, Advertising Personnel, Export, Business Consultancy, Start UPS



**Prof (Dr) Sangeeta N Pawar**  
Professor and Head  
Department of Commerce  
University of Mumbai

**Dr. Kavita Laghate,**  
Dean,  
Commerce and Management  
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