AC – 20/04/2024
Item No. – 7.12 (N)

As Per NEP 2020

University of Mumbai

Title of the program

A- U.G. Certificate in B. Com. (Management Studies) 2024-25
B- U.G. Diploma in B. Com. (Management Studies) 2025-26
C- Degree-Bachelor of Commerce (Management Studies)2026-27
D- Bachelor of Commerce (Management Studies) (Hons.) 2027-28
E- Bachelor of Commerce (Management Studies)
(Hons. with Research) 2027-28

Syllabus for

Semester – Sem I to II

Ref: GR dated 20th April, 2023 for Credit Structure of UG

(With effect from the academic year 2024-25 Progressively)

University of Mumbai

(As per NEP 2020)

Sr. No.	Heading	Particulars	
1	**Title of program** **O: _____A**	**A**	U.G. Certificate in B. Com. **(**Management Studies)
	O: _____B	**B**	U.G. Diploma in B. Com. **(**Management Studies)
	O: _____C	**C**	Bachelor of Commerce (Management Studies)
	O: _____D	**D**	Bachelor of Commerce (Management Studies) (Hons.)
	O: _____E	**E**	Bachelor of Commerce (Management Studies) (Hons. with Research)
2	**Eligibility** **O: _____A**	**A**	12th Passed **OR** Passed Equivalent Academic Level 4.0
	O: _____B	**B**	Under Graduate Certificate in Management Studies **OR** Passed Equivalent Academic Level 4.5
	O: _____C	**C**	Under Graduate Diploma in Management Studies **OR** Passed Equivalent Academic Level 5.0
	O: _____D	**D**	Bachelor of Commerce (Management Studies) with minimum CGPA of 7.5 **OR** Passed Equivalent Academic Level 5.5
	O: _____E	**E**	Bachelor of Commerce (Management Studies) with minimum CGPA of 7.5 **OR** Passed Equivalent Academic Level 5.5
3	**Duration of program** **R: _____**	**A**	One Year
		B	Two Years
		C	Three Years
		D	Four Years
		E	Four Years
4	**Intake Capacity** **R: _____**	**60**	

5	**Scheme of Examination** **R: _____**	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination	
6	**R: _____ Standards of Passing**	40%	
7	**Credit Structure** **Sem. I - R: _____A** **Sem. II - R: _____B**	Attached herewith	
	Credit Structure **Sem. III - R: _____C** **Sem. IV - R: _____D**		
	Credit Structure **Sem. V - R: _____E** **Sem. VI - R: _____F**		
8	**Semesters**	A	Sem I & II
		B	Sem III & IV
		C	Sem V & VI
		D	Sem VII & VIII
		E	Sem VII & VIII
9	**Program Academic Level**	A	4.5
		B	5.0
		C	5.5
		D	6.0
		E	6.0
10	**Pattern**	Semester	
11	**Status**	New	
12	**To be implemented from Academic Year Progressively**	From Academic Year: 2024-25	

Sign of the BOS Chairman **Prof. Dr. Kanchan Fulmali** **BOS in BMS**	**Sign of the Offg. Associate Dean** **Dr. Ravikant Balkrishna Sangurde** **Faculty of Commerce**	**Sign of the Offg. Associate Dean** **Prin. Kishori Bhagat** **Faculty of Management**	**Sign of the Offg. Dean** **Prof. Kavita Laghate** **Faculty of Commerce & Management**

Preamble

1) Introduction

Management is not only an essence in all fields but it is a prevalent tool in the hands of corporates to governments. From planning to controlling and from budgeting to reporting, all managerial elements are the most essential parts of daily life. So the learners need to know about all aspects from rural development to creating artificial intelligence. They will understand how to develop India, one of the fifth most powerful economies in the world. It is expected that the learners should learn how to develop our economy and management for the future generation from these managerial facets.

2) Aims and Objectives

- To expose the learners to fundamentals of concept testing in the field of management studies.
- To orient the students with a learner centric approach in the domains of specialization in management studies.
- To equip the students through a bottom-up approach in understanding the global perspectives of managerial aspects in the economy.
- To provide a fillip to employability of learners through exploring the various dimensions of management studies.

3) Learning Outcomes

- Learners will learn the approach of management in the given circumstances.
- They will get acquainted with the corporate management to government management.
- They will understand the various financial concepts and their use in the related areas.
- Learning of marketing aspects will give them an array of opportunities in the marketing areas.
- Human resource management will enable them identify the reality ground of the HR sectors in the organisation.

4) Any other point (if any)

- A B.Com. (Management Studies) equips you with a broad range of business and management skills. The main course of action typically involves a curriculum divided into Major subjects, Open electives, and Minor courses spread across semesters. Here's a general breakdown of what you can expect

5) Credit Structure of the Program (Sem I, II, III, IV, V & VI)

Under Graduate Certificate in B. Com. (Management Studies)

Credit Structure (Sem. I & II)

	R:_____A								
Level	**Semester**	**Major**		**Minor**	**OE**	**VSC, SEC (VSEC)**	**AEC, VEC, IKS**	**OJT, FP, CEP, CC, RP**	**Cum. Cr. / Sem.**	**Degree/ Cum. Cr.**
		Mandatory	**Electives**							
4.5	I	6 (4+2) Principles of Management I (4) Bharatiya theory of Management styles (2)		-	2+2	Information Technology in Business Management (2) Business Start-up Skills (2)	AEC: 2, VEC: 2,IKS: 2	(2)	22	**UG Certificate 44**
	R:_____B									
	II	Principles of Management II (4) Global management theories and styles (2)		2	2+2	VSC:2, SEC:2 Foreign exchange market and Derivatives (2) MS Office (2)	AEC: 2, VEC: 2	CC:2	22	
	Cum Cr.	12	-	2	8	4+4	4+4+2	4	44	
Exit option: Award of UG Certificate in Major with 40-44 credits and an additional 4 credits core NSQF course/ Internship OR Continue with Major and Minor										

Under Graduate Diploma in B. Com. (Management Studies)

Credit Structure (Sem. III & IV)

	R:_____C								
Level	**Semester**	**Major**		**Minor**	**OE**	**VSC, SEC (VSEC)**	**AEC, VEC, IKS**	**OJT, FP, CEP, CC,RP**	**Cum. Cr. / Sem.**	**Degree/ Cum. Cr.**
		Mandatory	**Electives**							
5.0	III	8(2*4) Marketing Introduction to Marketing Management (4) Marketing Research (4) Finance Introduction to Financial services (4) Financial Management (4) HR Introduction to HRM (4) Training & Development (4)		4	2	VSC:2, Marketing Consumer behaviour (2) Finance Financial Statement Analysis (2) HR Recruitment and selection (2)	AEC:2	FP: 2 CC:2 **CC:2**	22	**UG Diploma 88**
	R:_____D									
	IV	8 Marketing Retail Marketing (4) CRM (4) Finance Auditing (4) Financial Institutions and Market (4) HR Change & Conflict Management (4) Legal practices in HRM (4)		4	2	SEC:2 Marketing Ad Making (2) Finance Financial Inclusion Skills in Youth (2) HR Organisational Development	AEC:2	CEP: 2 CC:2 **CC:2**	22	
	Cum Cr.	28		10	12	6+6	8+4+2	8+4	88	
Exit option; Award of UG Diploma in Major and Minor with 80-88 credits and an additional 4 credits core NSQF course/ Internship OR Continuewith Major and Minor										

Degree in B. Com. (Management Studies)
Credit Structure (Sem. V & VI)

	R:_____E									
Level	**Semester**	**Major**		**Minor**	**OE**	**VSC, SEC (VSEC)**	**AEC, VEC, IKS**	**OJT, FP, CEP, CC,RP**	**Cum. Cr. / Sem.**	**Degree/ Cum. Cr.**
		Mandatory	**Electives**							
5.5	V	10 Marketing Tourism Marketing Management (4) E-Commerce (4) Digital Marketing (2) Finance Introduction to Cost Accounting (4) Practical aspects in Direct taxation (4) Wealth Management (2) HR Global Practices in HRM (4) Human resource accounting and audit (4) Edupreneurship (2)	4 Marketing Supply Chain Management (4) Finance Investment analysis and portfolio management (4) HR Strategic human resource management (4)	4		VSC: 2 Marketing Marketing Ethics (2) Finance Ethics in financial Market (2) HR Power & Politics (2)		FP/ CEP :2	22	**UG Degree 132**
	R:_____F									
	VI	10 Marketing International Marketing (4) Rural Marketing (4) IMC (2) Finance Financing Rural Development (4) Practical aspects in Indirect taxation (4) A Practical approach to Financial Project Management (2) HR Contemporary issues in HRM (4) HR issues in Merger & acquisition (2)	Marketing Export Marketing Practices and Procedures (4) Finance Financial Inclusion a Global Prospective (4) HR Performance Management (4)	4				OJT :4	22	
	Cum Cr.	48	8	18	12	8+6	8+4+2	8+6+4	132	
Exit option: Award of UG Degree in Major with 132 credits OR Continue with Major and Minor										

[Abbreviation - OE – Open Electives, VSC – Vocation Skill Course, SEC – Skill Enhancement Course, (VSEC), AEC – Ability Enhancement Course, VEC – Value Education Course, IKS – Indian Knowledge System, OJT – on Job Training, FP – Field Project, CEP – Continuing Education Program, CC – Co-Curricular, RP – Research Project]

Sem. - I

Mandatory 1

Programme Name: B. Com. (Management Studies)

Course Name: Principles of Management -I

Total Credits: 04 **Total Marks :100**

University assessment :60 **College assessment :40**

Learning Objectives:

a) To enable the learners to understand the basic concepts & functions of management
b) To acquaint the learners with the theoretical perspective of management & its practical applications.
c) To explore and understand the changing organization structures.

Course Outcomes:

CO1) Learners will remember & understand the basic concepts of management.
CO2) Learners can apply & strategically analyse the domains of managerial practices.
CO3) Learners will evaluate & create a roadmap to derive concrete managerial solutions.

Module 1:

Unit 1: Introduction to Management & Managerial Thoughts

a. Concept & Features of Management – 6M's of Management — Need for management in business & non-business organizations
b. Functions of Management - Levels of Management – Management Competencies & Skills.

Unit 2: Management Thoughts

a. Peter Drucker's Analysis Thoughts - Scientific Management Theory by F.W Taylor – Administrative Management Theory by Henri Fayol – Human Relations Theory by Elton Mayo & Hawthorne Experiments - Henry Mintzberg Managerial Roles.
b. Indian Management Thoughts – Contribution of Kautilya & Mahatma Gandhis Principle of Trusteeship.

Module 2:

Unit 3: Functions of Management -I

a. Planning – Meaning – Significance – Components (Strategic, Single Use & Stranding Plans) Decision Making – Concept – Essentials of sound decision making – Techniques.

b. Organising – Concept – Importance -Types of Organization Structure -Line & Staff, Matrix Organization Structure – Features – Formal v/s Informal

Unit 4: Functions of Management -II

a. Virtual Organizational Set Ups – A pre requisite to Gen Z – Challenges -- Span of Management – Factors, Tall & Flat Organization- Features –
b. Departmentation – Concept – Bases - Staffing – Concept – Process of staffing - Decentralization – Factors – Centralization v/s Decentralization of Authority

References:

- ***Principles of Management, Tripathi Reddy, Tata Mc Grew Hill***
- ***Management Text & Cases, VSP Rao, Excel Books, Delhi***
- ***Management Concepts and OB, P S Rao & N V Shah , AjabPustakalaya***
- ***Essentials of Management, Koontz II & W , Mc. Grew Hill , New York***
- ***Principles of Management-Text and Cases -Dr..M.SakthivelMurugan, New Age Publications***
- ***Management Today Principles& Practice- Gene Burton, ManabThakur, Tata McGrawHill,PublishingCo.Ltd.***
- ***Management – JamesA.F.Stoner, Prentice Hall, Inc .U.S.A.***
- ***Management: Global Prospective –Heinz Weihrich& Harold Koontz, Tata McGraw- Hill, Publishing Co.Ltd.***
- ***Essential of Database Management Systems -AlexisLeon ,MathewsLeon Vijay Nicole, Imprints Pvt Ltd.***
- ***Management –Task ,Resp, Practices – PetaDruche "willian Heinemann LTD.***

Mandatory 1

Programme Name: B. Com. (Management Studies)

Course Name: Bhartiya Theory of Management Styles

Total Credits: 02 **Total Marks :50**

University assessment :30 **College assessment :20**

Learning Objectives:

a) To explore the learners with the concepts & terminologies of Bhartiya theories.

b) To understand the need & implications of management styles of Bhartiya Theory.

c) To acquaint with the information of Bhartiya theory & it's unique management styles.

Course Outcomes:

CO1) Students will understand Bhartiy theory of management

CO2) Students will apply & adopt the management styles of Bhartiya management.

CO3) It will create learner centric approach through holistic development of the students.

Module 1:

Unit 1 Introduction of Bhartiya theory of Management styles

a) Definition of Bhartiya Management, evolution of Bhartiya/Indian Management, Management Styles based on Ancient Indian Wisdom,

b) Concept and features of management styles, need of management styles, types of management style, Difference between Management and Leadership.

Module 2:

Unit 2 Six Universal Management Styles of Bhartiya Theory

a) Purpose of Management – Contemporary Thought, Management by Self-Transformation, Management by Good Counsel, Management by Time

b) Management by Luminous Unactivity, Management by Passionate Activity, and Management by Indolent Activity, Benefits and Bhartiya theory,

References:

- ***Puri Vivek. (2020). Bharatiya (Indian) Theory Of Management Styles – Part I. Sage Publication.***
- ***(Indian) Theory of Management Styles AIMA Journal of Management & Research, May 2021, Volume 15 Issue 2/4, ISSN 0974 – 497 Copy right© 2021 AJMR-AIMA***
- ***Subhash Sharma. (2019). Evolution of Indian Management/ Bhartiya Management. Reva university Bangalore.***
- ***https://swarajyamag.com/ideas/the-notion-of-bharatiya-management***
- ***https://cessedu.org/sites/cessedu.org/files/National%20Workshop%20on%20Bharatiya%20Management.pdf***
- ***https://www.linkedin.com/pulse/traditional-management-concept-evolution-indian-ethos-anjum***

VSC/SEC

Programme Name: B. Com. (Management Studies)

Course Name: Information Technology in Business Management

Total Credits: 02 **Total Marks :50**

University assessment :30 **College assessment :20**

Course Objectives:

a) To learn basic IT concepts and its role in management of business.

b) To understand the basic concepts of Email, Internet and other domains

c) To identify security aspects of Information Technology in Business and to mitigate them

Course Outcomes

CO1) Learners will be acquainted to different applications of Information technology in business**.**

CO2) Learners will develop the professional email drafting skills.

CO3) Develop learners understanding of the recent technologies and business model.

Module 1

Unit 1 Introduction to IT Support in Management

a) Concept of Data, Information, Knowledge, and Database, Success and Failure Case studies of Information Technology, Major Areas of IT Applications in Management, Concept and Applications of Opens Source software,

b) Introduction to Writing Professional Mails, Creating Digitally signed documents, emailing merged documents, Introduction to Bulk email software, Use of Microsoft Outlook – Configuring Outlook, Creating and Managing profile in Outlook,

Module 2

Unit 2 Emergence of E- commerce and M-Commerce

a) Definition and features of E- commerce and Mobile Commerce, Business Models of e-commerce – B2B, B2C, B2G, E Governance.

b) Internet Technology – Basic concepts of Internet, Intranet, Extranet,
Introduction to Artificial Intelligence, Machine Learning and Chat GPT, cyber Security threats and Measures,

References

- ***Information Technology for Management, by Efraim Turban, Doothy Leinder Ephraim Mclean, James Whether be, 6th Edition.***
- ***E- commerce – An Indian Perspective, by Hill Joseph, Tata Mc Grow Hill.***
- ***Information Technology and its Applications in Business By Reema Thareja, Oxford University Press***
- ***Information Technology In Business Management, by Mukesh Dhunna and J.B.Dixit, Laxmi Publications Pvt Limited***
- ***Microsoft Outlook: A Complete Guide from Beginner to Advanced to Learn Outlook's Useful Tips and Tricks for Email Management, Inbox Organization, and More Paperback by Kurt A. Prescott (2023)***
- ***Dixit, M. D. (2015). Information Technology in Business Management . Laxmi Publications Pvt Limited .***
- ***Efraim Turban, L. V. (2013). Information Technology for Management. Wiley.***
- ***Joseph, H. (2019, 6th Edition). E- commerce An Indian Perspective. Tata Mc Graw Hill.***
- ***Kavanagh, P. (2004). Open Source Software . Digital Press .***
- ***Manzoor, D. A. (2012). Information Technology in Business . USA: CreateSpace Independent Publishing Platform.***
- ***Mehrotra, D. D. (2019). Basics of Artificial Intellegence and Machine Learning . Chennai: Notion Press .***
- ***Thareja, R. (2018). Information Technology and Its Apllication in Business . Oxford University Press***

VSC/ SEC

Programme Name: B. Com. (Management Studies)

Course Name: Business Start-up Skills

Total Credits: 02 **Total Marks :50**

University assessment :30 **College assessment :20**

Learning Objectives

a) To make students understand new venture creation opportunities, its resources, and requirements for Business Start-up.

b) To encourage the students to adopt, adapt and innovate the strategies for new start-ups

c) To motivate them for the survival of the fittest in the competitive business environment

Course Outcome

CO1) Students will understand the opportunities with regards to Business Start-ups

CO2) The students will learn about the various sources of finance for a new venture

CO3) Learners will inform about the role of central/state government in promoting entrepreneurship

CO4) Students will learn about the survival and growth strategies of start-ups

CO5) Students will be encouraged to come up with innovative ideas for start-up enterprise.

Module 1:

Unit 1: Introduction to Business Start-ups

a. Introduction of Industry 4.0 and Industry 5.0 - Concept and features of Business Start-ups- Business Start-ups Ecosystem- Factors responsible for the growth of Business Start-ups in the Indian economy

b. Competencies required for budding entrepreneurs - Essential Traits to become a successful budding entrepreneur - Women entrepreneurs and challenges before women entrepreneurs

Module 2:

Unit 2: Initiatives to encourage Business Start-ups

a. The six forces of change- Government initiatives to encourage the Business Start-ups in India- Challenges faced by the Business Start-ups- Sources of funds and role of banking sector in development of Business Start-ups

b. Start-ups Success and Failure stories (Case studies)- Introduction to functioning of Incubation Centre/ Entrepreneurial Development Cell – Ideations and Planning for business start-ups Initiatives taken by the educational institutions to encourage Business Start-ups (Practical /Activities)

References:

- ***Norman M. Scarborough & Jeffery R. Cornwall, Essentials of Entrepreneurship and Small Business Management, 9th Edition, Prentice Hall, 2018.***
- ***Howard Frederick, Allan O'Connor, & Donald F. Kuratko, Entrepreneurship: Theory, Process and Practice, 4th Edition, Cengage Leaming, 2016.***
- ***Vasant Desai, Entrepreneurship Management, 1st Edition, Himalaya Publishing House, 2013.***
- ***Madhurima Lal, Entrepreneurship, 1st Edition, Excel Publications, 2012.***
- ***Eric Ries, The Lean Start-up: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, 1st Edition, Crown Publishing, 2011.***
- ***Madhukar Shukla, Social Entrepreneurship in India, 1st Edition, SAGE Publications India Pvt Ltd., 2020.***
- ***Peter Thiel & Blake Masters, Zero to One: Notes on Start Ups, or How to Build the Future, Random House, 2014***
- ***Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.***
- ***Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017C***

Sem. – II

Mandatory 1

Programme Name: B. Com. (Management Studies)

Course Name: Principles of Management -II

Total Credits: 04 **Total Marks :100**

University assessment :60 **College assessment :40**

Learning Objectives:

a) To enable the learners to understand the dimensions of direction & control.
b) To familiarize and acquaint the learners with changing role of Indian business leaders.
c) To explore and understand the emerging trends in management.

Course Outcomes:

CO1) Students will remember & understand the domains of delegation and control.
CO2) Students will apply & analyse the strategies adopted by successful business leaders.
CO3) Students will evaluate & apply evolving management opportunities & challenges.

Module 1:

Unit 1: Functions of Management – III

a. Introduction & overview to PODSCORB - Delegation of Authority – Meaning – Need for Delegation – Principles of Effective Delegation- Controlling – Concept – Steps - Techniques
b. Co-ordination – Concept – Devices of co-ordination – Criteria of Successful co-ordination- Methods

Unit 2: Functions of Management -IV

a. Directing – Concept – Principles of Directing - Motivation – Concept – Factors Influencing Motivation – Importance –
b. Leadership – Concept – Styles – Qualities of a successful leader – Case Studies of successful Indian business leaders & their contributions to the field of management

Module 2:

Unit 3: Managerial Opportunities & Challenges - I

a. Concept – Process – Kurt Lewins Change Management Model - Time Management – Need for Time Management – Techniques –

b. Murphys Law - Case Studies - Conflict Management – Causes of conflicts – Essential skills for conflict management

Unit 4: Managerial Opportunities & Challenges – II

a. Management Information System - Concept – Sources - Talent Management – Meaning – Process –
b. Stress Management in business organizations – Measures – Need for Eustress in business setups – Green Management Practices – Need for Work Life Balance for managers.

References:

- ***Principles of Management, Tripathi Reddy, Tata Mc Grew Hill***
- ***Management Text & Cases, VSP Rao, Excel Books, Delhi***
- ***Management Concepts and OB, P S Rao & N V Shah , AjabPustakalaya***
- ***Essentials of Management, Koontz II & W , Mc. Grew Hill , New York***
- ***Principles of Management-Text and Cases -Dr..M.SakthivelMurugan, New Age Publications***
- ***Management Today Principles& Practice- Gene Burton, ManabThakur, Tata McGrawHill,PublishingCo.Ltd.***
- ***Management – JamesA.F.Stoner, Prentice Hall, Inc .U.S.A.***
- ***Management : Global Prospective –Heinz Weihrich& Harold Koontz, Tata McGraw-Hill, Publishing Co.Ltd.***
- ***Essential of Database Management Systems -AlexisLeon ,MathewsLeon Vijay Nicole, Imprints Pvt Ltd.***
- ***Management –Task ,Resp, Practices – PetaDruche "willian Heinemann LTD.***
- ***K. Ashwathappa, Organisation Behaviour- Text, Cases & Games, Himalaya Publishing House, 2014 Edition.***
- ***Gerald Greenberg, Behaviour In Organisation, Pearson Edition (Prentice Hall India)***

Mandatory 1

Programme Name: B. Com. (Management Studies)

Course Name: Global Management Theories and Styles

Total Credits: 02 **Total Marks :50**

University assessment :30 **College assessment :20**

Learning Objective

a) To understand the students about the different global theories with regards to management
b) To familiarize towards organisational development across the world to face the competition.
c) To introduce global motivation and leadership theories connection to global change.
d) To develop the global competencies necessary for 21st Century Management.

Course Outcome

CO1) Students will learn about the core values and models of Organisational Development
CO2) Students will have a clear understanding of the global theories of motivation.
CO3) Students will have a clear understanding of the global theories of effective leadership.
CO4) Students will understand the different Management Styles followed across the globe

Module I:

Unit 1 Introduction to Organizational Development and Global Motivation Theories

a. Concept and features of Organizational Development - Values of organizational development- Organizational Development Models- Weisbord Six-box Model (Organisational Diagnosis)- McKinsey 7'S' Model (Organisational Design)
b. Global Motivation Theories- Maslow Need Hierarchy Theory - Douglas McGregor Theory 'X' and 'Y'- William Ouchi Theory 'Z' - Victor Vrooms Expectancy Theory- Alderfer's, ERG Theory- David Mclelland Need Theory

Module II:

Unit 2 Global Leadership Theories and Management Styles

a. Global Leadership Theories- Charismatic Leadership Theory- Likert's four system leadership- Blake and Montons, Managerial grid Theory- Fiedler's contingency theory- Tennenbaum and Schmidt's Leadership Theory- Harsey and Blanchard's Situational Leadership Theory
b. Indian Management Style- Japanese Management Styles- American Management Style- European Management Style

References:

- ***Management- James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, JR.***
- ***Management: Principles and Applications- Ricky W. Griffin, Cengage Learning India Pvt. Ltd., New Delhi***
- ***Principles of Business Management – T. Ramasamy, Himalaya Publication House Mumbai,***
- ***Management: Challenges in 21st Century – S.H. Goodman & P.M. Fandt, Vintage Publishing House.***
- ***Management: A Global and Entrepreneurial Perspective- Heinz Weihrich, Mark V Cannice and Harold Knootz, The Mc Graw Hill Companies, New Delhi***
- ***Development of Management Thoughts – Pollard, Think Inc (28 June 2019), Amazon Asia-Pacific Holdings Private Limited.***
- ***Organisation and Management – Dr. C.B. Gupta, Shatya Bhavan Publication Agra.***
- ***Principles and Practices of Management- L. M. Prasad, Sultan Chand & Sons New Delhi (2019).***
- ***Essentials of Organisational Development - Dr. Anjali Ghanekar Everest Publication House, Pune***

VSC/ SEC

Programme Name: B. Com. (Management Studies)

Course Name: Foreign exchange market and Derivatives

Total Credits: 02 **Total Marks :50**

University assessment :30 **College assessment :20**

Course Objectives:

a) To enable learners to obtain knowledge of foreign exchange markets across the globe as well as in the Indian context.

b) To study the strategies of risk management with respect to foreign exchange.

c) To understand about the derivative market of world and at Indian level

Course outcome:

CO1) Learners will analyse alternative currency translation methods for settlement of goods.

CO2) Students will examine the organization of the Foreign Exchange Market,

CO3) Leaners will acquire the information about the derivative market and its operation.

CO4) Learners will identify foreign exchange risk and the techniques available to control the same.

Module 1

Unit 1 Foreign Exchange Markets – an Overview

a) Concept, Features, Need, Participants, Functions, Structure of Forex Markets, Foreign Currency Accounts – VOSTRO, NOSTRO, LORO, Meaning and types of Foreign Exchange Risk, Role of Foreign Exchange Dealers Association of India.

b) FERA and FEMA Regulations, Advantages - Limitations of Capital and Current Account Convertibility, Meaning - Advantages -Limitations of Fixed and Flexible Exchange Rate, Distinction between Fixed and Flexible Exchange Rate.

Module 2

Unit 2 Derivatives Market

a) Definition of Derivatives, Features, Benefits of Derivatives, Disadvantages of Derivatives, , Introductions and significance of Index, Types of foreign Exchange Quotations, Basic Numerical Problems -Direct and Indirect quotes, Spread, Spread Percentage, Forward Rates, Cross rate

b) Emerging Structure of Derivatives Markets in India - Types of Derivatives and Practical numerical problems on Spot, Forward, Futures, Options and Swaps,

References

- ***Donald, R.L. (2013) – Derivatives Markets, Pearson***
- ***H.P. Bhardwaj. (Edition - 2009). Foreign Exchange Management. Wheeler Publishing.***
- ***Jeevanandam-C. (2020). Foreign Exchange & Risk Management. Sultan Chand & Sons.***
- ***P.G.Apte. (2011). International Financial Management. McGraw Hill Education (India) Private Limited***
- ***S. S. S. Kumar (2007) Financial Derivative. PHI Learning Publisher***

VSC/ SEC

Programme Name: B. Com. (Management Studies)

Course Name: MS-OFFICE

Total Credits: 02 **Total Marks :50**

University assessment :30 **College assessment :20**

Learning Objectives:

a) To enable learners to obtain hands on experience on word processing,

b) To understand the preparation of Power Point for presentations.

c) To acquire information about creating excel spreadsheets and data analysis

Course Outcomes

CO1) Enable learners to create, open and edit the document in formats that are compatible with other word processing applications.

CO2) Student can create documents with MS word which can easily be accompanied into MS PowerPoint, Excel or any other MS office application

CO3) Enhancement of skills to prepare presentation for their academic purpose.

CO4) Leaners will equipped with MS excel and ready for administration.

Module 1

Unit 1 MS Word and MS Power Point

a) **MS Word** - Menu and Tool bars, Creating and Saving Document, Editing of Document, Formatting text, Changing space between paragraphs and lines, Creation and Modification and Formatting of tables, Insertion of Symbols, Special Characters, Smart Art, Watermarks, Page Formatting, Headers and Footers, Mail Merge- Concept and Uses.

b) **MS Power Point** - Creating power point presentation, Presentation in different views, Inserting images, audios and videos, Creation of animation effects, Insertion of Designs, Slide Transitions, Slide Printing, Inserting Comments.

Module 2

Unit 2 MS Excel – Basic and Advanced

a) Basic Excel- Creating, Saving and editing spreadsheets, Freezing panes & splitting windows, Drawing charts, Basic functions- Text, math, trig, Statistical, Date and time, Financial, Logical.

b) Advanced Excel- Use of VLOOKUP, HLOOKUP, Data Analysis – Sorting, Filtering (Auto and Advanced Filter), Scenarios, Pivot Tables and Charts.

References

- ***Mastering Excel: Conditional Formatting Kindle Edition by Mark Moore***
- ***Learn to use computer, MS Word, Powerpoint and Excel: First Edition by Inderjeet Singh***
- ***Microsoft Word, Excel, and PowerPoint: Just for Beginners by Dorothy House., Otskirts Press.***
- ***IT Essential skill s for 21st Century, TNI Technologies***
- ***Kumar Bittu (2017) Computer Basics. V. S. Publishers***
- ***John Walkenbach. (2015) Microsoft Excel 2016 Bible. Wiley publication***

QUESTION PAPER PATTERN
(External and Internal)
Paper Pattern 2 Credits (Total 50 Marks)

Internal = 20 Marks
External = 30 Marks

Internal Paper Pattern (20 Marks)

1.Project Presentation **OR** Case Study writing } any one 10 Marks
2. Quiz **OR** Group discussion

3. Class Test (Mandatory) with objectives 10 Marks

Total 20Marks

External Paper Pattern (30 Marks)

Write any **TWO** questions from the following

Q1. Answer the following 15 marks
A
B
Q2. Answer the following 15 Marks
A
B
Q3. Answer the following 15 Marks
A
B

Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern (40 Marks)

1. Case Study writing **OR** Assignment
2. Quiz **OR** Group discussion **OR** Role Playing
3. Project Presentation **OR** Research Paper

} any two (10 Marks each) 20 Marks

4. Class Test - (Mandatory) with Objective questions 20 Marks

Total 40 Marks

External Paper Pattern (60 Marks)

External Paper Pattern (60 Marks)

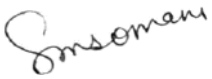
Write any **FOUR** questions from the following

Q1. Answer the following 15 marks
A
B
Q2. Answer the following 15 Marks
A
B
Q3. Answer the following 15 Marks
A
B
Q4. Answer the following 15 marks
A
B
Q5. Answer the following 15 Marks
A
B
Q6. Answer the following 15 Marks
A
B

Letter Grades and Grade Points:

Semester GPA/ Programme CGPA Semester/ Programme	% of Marks	Alpha-Sign/ Letter Grade Result	Grading Point
9.00 - 10.00	90.0 – 100	O (Outstanding)	10
8.00 - < 9.00	80.0 - < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 - < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 - < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 - < 60.0	B (Above Average)	6
5.00 - < 5.50	50.0 - < 55.0	C (Average)	5
4.00 - < 5.00	40.0 - < 50.0	P (Pass)	4
Below 4.00	Below 40.0	F (Fail)	0
Ab (Absent)	-	Ab (Absent)	0

Team for Creation of Syllabus

Name	College Name	Sign
Prof. Dr. Kanchan Fulmali	Chairperson- M. L. Dahanukar College of Commerce, Mumbai	
Dr. Chandrashekhar Salunkhe	Member- ICS College of Arts, Science and Commerce, Khed	
Prof. Dr. Seema Somani	Member- Pillai College of Arts Commerce & Science, Autonomous, New Mumbai	
Dr. Anaya Markandeya	Member- Mahatma Night Degree College of Arts and Commerce, Sion	
Dr. Rahul Shetty	Member- Lala Lajpatrai College of Commerce and Economics	
Dr. Maruti Kumbhar	Member- Anandibai Raorane Arts, Commerce & Science College, Vaibhavwadi	
Dr. Samrat Gangurde	Member- M. L. Dahanukar College of Commerce, Mumbai	
Dr. Mitali Shelenkar	Member- M. L. Dahanukar College of Commerce, Mumbai	

Appendix B

Justification for B.Com. (Management Studies)

1.	Necessity for starting the course:	• To expose the learners to fundamentals of concept testing in the field of management studies. • To equip the students through a bottom-up approach in understanding the global perspectives of managerial aspects in the economy. • To provide a fillip to employability of learners through exploring the various dimensions of management studies.
2.	Whether the UGC has recommended the course:	**Yes**
3.	Whether all the courses have commenced from the academic year 2024-25	**Yes** **Under the restructuring of NEP from the A. Y. 2024-25**
4.	The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?:	**Yes**
5.	To give details regarding the duration of the Course and is it possible to compress the course?:	**First Term** **Yes**
6.	The intake capacity of each course and no. of admissions given in the current academic year:	**60/ Yes**
7.	Opportunities of Employability / Employment available after undertaking these courses:	**Yes** **In this core area of management studies, various practical and skillful courses are introduced in such a way that the students get job opportunities as per the industrial norms. It will help to generate enough employment opportunities.**

Sign of the BOS Chairman **Prof. Dr. Kanchan Fulmali** **BoS in B.Com. (Management Stusies)**	**Sign of the Offg. Associate Dean** **Dr. Ravikant Balkrishna Sangurde** **Faculty of Commerce**	**Sign of the Offg. Associate Dean** **Prin. Kishori Bhagat** **Faculty of Management**	**Sign of the Offg. Dean** **Prof. Kavita Laghate** **Faculty of Commerce & Management**

University of Mumbai

वेबसाईट – mu.ac.in
ईमेल - आयडी - dr.aams@fort.mu.ac.in
aams3@mu.ac.in

विद्याविषयक प्राधिकरणे
सभा आणि सेवा विभाग(ए.ए.एम.एस)
रूम नं. १२८ एम.जी.रोड, फोर्ट,
मुंबई – ४०० ०३२
टेलिफोन नं – ०२२ – ६८३२००३३

(नॅक पुनर्मूल्यांकनाद्वारे ३.६५ (सी.जी.पी.ए.) सह अ++ श्रेणी
विद्यापीठ अनुदान आयोगाद्वारे श्रेणी १ विद्यापीठ दर्जा)

क्र.वि.प्रा.स.से./आयसीडी/२०२५-२६/३७ दिनांक : २७ मे, २०२५

परिपत्रक:-

सर्व प्राचार्य/संचालक, संलग्नित महाविद्यालये/संस्था, विद्यापीठ शैक्षणिक विभागांचे संचालक/ विभाग प्रमुख यांना कळविण्यात येते की, राष्ट्रीय शैक्षणिक धोरण २०२० च्या अमंलबजावणीच्या अनुषंगाने **शैक्षणिक वर्ष २०२५-२६** पासून **पदवी व पदव्युत्तर अभ्यासक्रम** विद्यापरिषदेच्या दिनांक २८ मार्च २०२५ व २० मे, २०२५ च्या बैठकीमध्ये मंजूर झालेले सर्व अभ्यासक्रम मुंबई विद्यापीठाच्या www.mu.ac.in या संकेत स्थळावर NEP २०२० या टॅब वर उपलब्ध करण्यात आलेले आहेत.

(डॉ. प्रसाद कारंडे)
कुलसचिव

मुंबई – ४०० ०३२
२७ मे, २०२५

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Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
4	The Deputy Registrar, Appointment Unit, Vidyanagari dr.appointment@exam.mu.ac.in
5	The Deputy Registrar, CAP Unit, Vidyanagari cap.exam@mu.ac.in
6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
11	The Deputy Registrar, College Teachers Approval Unit (CTA), concolsection@gmail.com
12	The Deputy Registrars, Finance & Accounts Section, fort draccounts@fort.mu.ac.in
13	The Deputy Registrar, Election Section, Fort drelection@election.mu.ac.in
14	The Assistant Registrar, Administrative Sub-Campus Thane, thanesubcampus@mu.ac.in
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, ar.seask@mu.ac.in
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, ratnagirisubcentar@gmail.com
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

Copy for information :-	
1	P.A to Hon'ble Vice-Chancellor, vice-chancellor@mu.ac.in
2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	**Faculty of Humanities,** **Offg. Dean** 1. Prof.Anil Singh Dranilsingh129@gmail.com **Offg. Associate Dean** 2. Prof.Manisha Karne mkarne@economics.mu.ac.in 3. Dr.Suchitra Naik Naiksuchitra27@gmail.com
	Faculty of Commerce & Management, **Offg. Dean,** 1 Prin.Ravindra Bambardekar principal@model-college.edu.in **Offg. Associate Dean** 2. Dr.Kavita Laghate kavitalaghate@jbims.mu.ac.in 3. Dr.Ravikant Balkrishna Sangurde Ravikant.s.@somaiya.edu 4. Prin.Kishori Bhagat kishoribhagat@rediffmail.com

	Faculty of Science & Technology **Offg. Dean** 1. Prof. Shivram Garje ssgarje@chem.mu.ac.in **Offg. Associate Dean** 2. Dr. Madhav R. Rajwade Madhavr64@gmail.com 3. Prin. Deven Shah sir.deven@gmail.com
	Faculty of Inter-Disciplinary Studies, **Offg. Dean** 1.Dr. Anil K. Singh aksingh@trcl.org.in **Offg. Associate Dean** 2.Prin.Chadrashekhar Ashok Chakradeo cachakradeo@gmail.com 3. Dr. Kunal Ingle drkunalingle@gmail.com
3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, dboee@exam.mu.ac.in
5	The Director, Board of Students Development, dsd@mu.ac.in DSW direcotr@dsw.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

AC – 28/03/2025
Item No. – 7.4 (N)

As Per NEP 2020

University of Mumbai



Syllabus for Major Vertical – 1 & 4		
Name of the Programme – B.Com. (Management Studies)		
Faulty of B.Com. (Management Studies)		
Board of Studies in B.Com. (Management Studies)		
U.G. Second Year Programme	**Exit Degree**	**U.G. Diploma in B.Com. (Management Studies)**
Semester		**III & IV**
From the Academic Year		**2025-26**

University of Mumbai

(As per NEP 2020)

Sr. No.	Heading	Particulars
1	**Title of program** **O:_____**	**B.Com. (Management Studies)**
2	**Exit Degree**	**U.G. Diploma in B.Com. (Management Studies)**
3	**Scheme of Examination** **R: _____**	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination
4	**Standards of Passing** **R: _____**	**40%**
5	**Credit Structure** **R. CU-575C** **R. CU-575D**	**Attached herewith**
6	**Semesters**	**Sem. III & IV**
7	**Program Academic Level**	**5.00**
8	**Pattern**	**Semester**
9	**Status**	**New**
10	**To be implemented from Academic Year**	**2025-26**

Sd/-	**Sd/-**	**Sd/-**	**Sd/-**
Sign of the BOS Chairman **Dr. Kanchan Fulmali** **Board of Studies in BMS**	**Sign of the Offg. Associate Dean** **Prin. Kishori Bhagat** **Faculty of Commerce & Management**	**Sign of the Offg. Associate Dean** **Prof. Kavita Laghate** **Faculty of Commerce & Management**	**Sign of the Offg. Dean** **Prin. Ravindra Bambardekar** **Faculty of Commerce & Management**

Under Graduate Diploma in B.Com. (Management Studies)

Credit Structure (Sem. III & IV)

	R. CU-575C									
Level	**Semester**	**Major**		**Minor**	**OE**	**VSC, SEC (VSEC)**	**AEC, VEC, IKS**	**OJT, FP, CEP, CC,RP**	**Cum. Cr. / Sem.**	**Degree/ Cum. Cr.**
		Mandatory	**Electives**							
5.0	III	8(2*4) Marketing Introduction to Marketing Management (4) Marketing Research (4) **OR** Finance Introduction to Financial services (4) Financial Management (4) **OR** HR Introduction to HRM (4) Training & Development (4)		4	2	VSC:2, Marketing Consumer behaviour (2) **OR** Finance Financial Statement Analysis (2) **OR** HR Recruitment and selection (2)	AEC: 2	FP: 2 CC:2 **CC:2**	22	**UG Diploma 88**
	R. CU-575D									
	IV	8 Marketing Retail Marketing (4) CRM (4) **OR** Finance Auditing (4) Financial Institutions and Market (4) **OR** HR Change & Conflict Management (4) Legal practices in HRM (4)		4	2	SEC:2 Marketing Ad Making (2) **OR** Finance Financial Inclusion Skills in Youth (2) **OR** HR Organisational Development	AEC: 2	CEP: 2 CC:2 **CC:2**	22	
	Cum Cr.	28		10	12	6+6	8+4+2	8+4	88	
Exit option; Award of UG Diploma in Major and Minor with 80-88 credits and an additional 4 credits core NSQF course/ Internship OR Continuewith Major and Minor										

[Abbreviation - OE – Open Electives, VSC – Vocation Skill Course, SEC – Skill Enhancement Course, (VSEC), AEC – Ability Enhancement Course, VEC – Value Education Course, IKS – Indian Knowledge System, OJT – on Job Training, FP – Field Project, CEP – Continuing Education Program, CC – Co-Curricular, RP – Research Project]

Sem. - III

Vertical – 1
Major -1& 2
Marketing
Or
Finance
Or
HR

–

As Per NEP 2020

University of Mumbai

Syllabus for Basket of Major 1 (Marketing)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Introduction to Marketing Management**
Credits	4
From the Academic Year	**2025-26**

Major 1 - Marketing
Syllabus
B.Com. Management Studies
(Sem.- III)

Title of Paper: Introduction to Marketing Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course provides a comprehensive overview of marketing management, emphasizing key concepts, strategies, and trends that shape the dynamic business environment. Students will explore the evolution of marketing, the impact of environmental forces on business practices, and the need for innovative strategies to engage customers. The course covers essential topics such as market segmentation, targeting, positioning, and consumer behavior. Additionally, it delves into pricing, promotion strategies, distribution networks, and emerging trends like AI and data analytics in marketing. Through case studies and practical applications, students will develop a deep understanding of the marketing mix, product life cycles, and the strategic tools necessary for effective marketing management in both urban and rural markets.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: 1. To understand the basics of marketing management and the impact of business environmental forces on marketing practices. 2. To examine the buying behavior of consumers & understand the marketing strategies. 3. To explore the marketing mix elements in generating marketing outcomes for a product or service. 4. To analyze the emerging trends in marketing management & evaluate the impact of technology on marketing decisions.	

8	**Course Outcomes**: 1. Learner can able to understand & recall the traditional & contemporary marketing concepts. 2. They will demonstrate & understand the factors affecting buying behavior of consumers. 3. They can assess & evaluate the marketing management strategies through real life case. 4. Students will analyze the emerging trends in marketing management & evaluate the impact of technology on marketing decisions
9	**Modules**:
	Module 1: Introduction to Market & Marketing Management
	1. **Market** – Introduction – Concept – Evolution (Concepts of Marketing) – Meaning & Definition of Marketing Management – Features – Functions – Scope. 2**. Impact of Business Environmental Forces** on marketing managerial practices – Internal & External Environment- Case Studies – Need for Innovative Marketing Strategies for Customer Engagement – Innovative Strategies by Global Players – Success Stories 3. **Marketing Mix (Product & Service**) – Elements – Role of marketing mix elements in marketers' decisions for a product/service – Evaluating the marketing mix program of successful – Withdrawn - Repositioned products/services. 4. **Modern Concepts of Marketing** – Forms – Emerging Trends - Community Engagement as a strategic tool to marketing management
	Module 2: Consumer Behavior & STP Model Strategies
	1. **Buying Idea** – Buyer behavior - Concept – Factors determining buying behavior of consumers – Consumer Buying Decision Process. 2. **STP (Segmentation, Targeting & Positioning) Model** - Definition –Bases – Need - Merits & Demerits of Market Segmentation – Marketing mix segment of product/service through a case study approach. 3. **Target Market** – Concept – Target Market Strategies – Positioning – Concept –Qualities of a successful position-Product Position v/s Brand Position - Positioning Strategies – Case study 4. **Product** – Concept – Product Levels - Product Mix Decisions - Product Life Cycle – Stages - Development of a hypothetical product/service & its prospective implications - Case Study
	Module 3: **Pricing & Promotion Strategies**
	1. **Pricing Strategies** – Price – Concept - Factors affecting changes in price – Methods -Price as an indicator of Quality – Case Studies.

	2. **Promotion** – Concept – Elements in the Communication process – Elements/Tools of promotion – Role of Integrated Marketing Communication – Recent Trends in Promotional Offerings- Integration of modern & recent tools of marketing. 3. **Packaging of a Product** – Role -Essentials – Sustainable Packaging -Emerging Trends in Packaging Standards- Types of packaging 4. **Key Decision Areas in Rural Marketing** – Role of Rural market - Marketing Mix for Rural Markets - Media Mix for Rural Markets
	Module 4: **Distribution Network & Emerging Trends in Marketing Management**
	1.**Physical Distribution** – Types of marketing channels - Traditional & Contemporary channels of marketing- factors affecting marketing channels 2.**Marketing Control** – Concept – Need – Control Process – Techniques - Supply Chain Management – Elements – Case Studies 3.New trend in **Market Organization**- Principles – Types- Marketing Audit -Importance to marketing organizations - Porters Generic Strategy, Blue Ocean Strategy 4.**Emerging Trends** in developing competitive marketing strategies — Role of AI & Data Analytics in marketing - Impact of technology & innovation in marketing management
10	Reference Books: 1) Pillai, R. S., & Bhagwati, M. (2016). Modern marketing: Principles & practices (2nd ed.). S. Chand Publishing. 2) Baines, P., Fill, C., & Page, K. (2013). Marketing (3rd ed.). Oxford University Press. 3) Ramaswamy, V. S., & Namakumari, S. (2013). Marketing management (5th ed.). Macmillan India Ltd. 4) Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). Pearson Education. 5) Perreault, W. D., & McCarthy, E. J. (2017). Basic marketing: A global managerial approach (19th ed.). McGraw-Hill Education. 6) Schiffman, L. G., & Kanuk, L. L. (2010). Consumer Behavior (10th ed.). Pearson Education. 7) Armstrong, G., & Kotler, P. (2017). Marketing: An introduction (13th ed.). Pearson Education. 8) Chernev, A. (2018). Strategic marketing management (9th ed.). Cerebellum Press. 9) Lehmann, D. R., & Winer, R. S. (2008). Analysis for marketing planning (7th ed.). McGraw-Hill Education. 10) Kotler, P., & Armstrong, G. (2018). Principles of marketing (17th ed.). Pearson Education

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

As Per NEP 2020

University of Mumbai

Syllabus for Basket of Major 2 (Marketing)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Marketing Research**
Credits	4
From the Academic Year	**2025-26**

Major 2 - Marketing
Syllabus
B.Com. Management Studies
(Sem.- III)

Title of Paper: Marketing Research

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	The study of Marketing Research provides learners with a comprehensive understanding of how research supports marketing decision-making. It begins by introducing the role and importance of marketing research focusing on its contribution to identifying and solving marketing problems. Learners learn the various types of research and explore the complete research process from defining the problem to reporting findings. It covers research design where learners will learn how to develop appropriate research plans, understand qualitative and quantitative methods and apply different sampling techniques. It also delves into data collection methods for data preparation. This comprehensive approach equips students with both the theoretical knowledge and practical skills needed to apply marketing research in real-world business contexts.
2	**Vertical:**	Major
3	**Type:**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted:**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** 1. To establish a comprehensive understanding of the conceptual foundations and strategic importance of marketing research 2. To analyze the practical application of marketing research methodologies across diverse marketing domains, including consumer behaviour, advertising effectiveness. 3. To develop proficiency in the application of measurement scales and sampling techniques within the context of marketing research design. 4. To critically evaluate data collection and analysis procedures, and to report writing for actionable business insights.	

8	**Course Outcomes**: Students will be able to understand 1. Define and critically analyze the marketing research process, including its ethical implications. 2. Evaluate and compare different consumer research, advertising research, and motivational research methodologies. 3. Demonstrate proficiency in selecting and applying appropriate scales of measurement and sampling techniques, including determining optimal sample sizes. 4. Synthesize and interpret data collected through various marketing research methods, utilize appropriate data analysis tools.
9	**Modules**: -
	Module 1: Basics of Marketing Research
	1. Marketing Research- Meaning & Definition, features, need and functions of marketing research 2. Process of Marketing Research, Significance of Marketing Research in Marketing decision making, Limitations of marketing research 3. Ethical Issues in Marketing Research, Career options in Marketing Research, Types of marketing research 4. Essentials of a good Marketing Research – Qualities of marketing research professional, International Marketing Research.
	Module 2: **Application of Marketing Research**
	1. Consumer Research - Meaning & Scope, Need, Functions. Product Research - Meaning & Scope, Importance. 2. Advertising Research – importance and scope - Media Research - Functions of Media Research. Motivational Research – Meaning, Uses, Limitations &Techniques 3. Marketing Research Proposal – Meaning and Elements - Design & Implementation of Marketing Research Proposal 4. Marketing Research Design – Meaning - Importance, Types of Research Design, Criteria of a good Research Design.
	Module 3: **Scales of Measurement & Sampling in Marketing Research:**
	1. Scales of Measurement – Meaning of Measurement in Marketing Research, criteria of sound Measurement of Marketing Research. Attitude measurement 2. Sampling, Measurement, Scaling Process in Marketing Research– Sampling Design and Procedure 3. Sampling Methods — Probabilistic sampling Techniques - Non-probabilistic sampling Techniques - Sample Size determination - Sampling Errors.

	4. Sources of variation in Measurement - Validity & Reliability of Measurement. Meaning and types of hypothesis	
	Module 4: Data Collection, Data Analysis & Report writing:	
	1. Data Collection- Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing. 2. Coding and Editing, integrating technology in data collection, importance of online surveys, hand held devices, text messages, social networking methods 3. Data Analysis & Report writing- -Hypothesis Testing, Meaning of Marketing Research Report, 4. Marketing Research Report-Concept, types, contents, essentials, use of visual aids in research report, Proforma / Format of a Market Research Report.	
10	**Reference Books:** 1. Essentials of Marketing Research By S.A.Chunawala – Himalaya Publishing House. 2. Marketing Research By B.S.Goel - Pragati Prakashan, Meerut (UP) 3. Marketing Management by Kotler, keller, koshy, Jha, (13th Edition Pearson.) 4. Naresh K Malhotra, Satyabhushan Dash, (2009). Marketing Research- An Applied Orientation, 5/e, Pearson Education, New Delhi. 5. Donald S. Tull, Del I. Hawkins, (2009). Marketing research –Measurement & Method, PHI Private Limited, NewDelhi. 6. Donald R. Cooper, Pamela S Schindler, (2007). Marketing Research-Concepts and Cases. Tata McGraw-Hill Publishing Company Limited, NewDelhi. 7. Hair, Bush, Ortinau, (2006). Marketing Research, 3/e, Tata McGraw-Hill Publishing Company Limited, NewDelhi. 8. Nigel Bradley, (2007). Marketing research –Tools and Techniques. Oxford University Press, New Delhi	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination** **Individual Passing in Internal and External Examination : 60%**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major 1 (Finance)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Introduction to Financial Services**
Credits	**4**
From the Academic Year	**2025-26**

Major 1 - Finance
Syllabus
B.Com. (Management Studies)
(Sem.- III)

Title of Paper - Introduction to Financial Services

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course explores the dynamic world of financial services, encompassing banking, investment, and insurance. Students will analyze market structures, regulatory frameworks, and the diverse products offered. Core concepts include risk management, financial intermediation, and the impact of technology on the industry. Participants will develop a foundational understanding of financial markets and their role in the global economy. This knowledge equips them for careers in finance or informed decision-making in personal finance.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives:** 1. To provide an overview of financial services and their significance in the economy. 2. To familiarize students with different types of financial institutions and intermediaries. 3. To develop an understanding of key financial products and services. 4. To analyze the regulatory environment governing financial services.	
8	**Course Outcomes**: 1. Students will be able to explain the structure and functioning of financial services and their role in economic development. 2. Students will gain knowledge about different financial institutions, their functions, and regulatory authorities governing financial markets. 3. Students will develop the ability to analyze various financial products such as banking services, insurance, mutual funds, and investment instruments. 4. Students will understand the regulatory framework for financial services and apply risk management principles to safeguard financial transactions and consumer interests.	

9	**Modules**:
	Module 1: Foundations of Financial Services
	1. Introduction to Financial Services: Definition, Scope, and Importance, Evolution of the Financial System. 2. Functions of the Financial System: Mobilization of Savings, Allocation of Funds, Risk Management, Payment Mechanism, Information Provision. 3. Key Participants in the Financial System: Savers, Borrowers, Intermediaries. 4. Types of Financial Intermediaries: Depository Institutions (Banks, Credit Unions), Contractual Savings Institutions
	Module 2 - Financial Markets
	1. Introduction to Financial Markets: Definition, Types, and Functions. 2. Money Market: Instruments (Treasury Bills, Commercial Paper, Certificates of Deposit, Call Money), Participants, and Role. 3. Capital Market: Primary Market (New Issues Market, IPOs, FPOs), Secondary Market and Debt Market: Types of Bonds (Government Bonds, Corporate Bonds), Features, and Significance. 4. Equity Market: Types of Shares (Equity, Preference), Features, and Significance.
	Module 3: **Banking and Non-Banking Financial Institutions**
	1. Commercial Banking: Functions (Accepting Deposits, Lending, Payment Services), Types of Banks (Public Sector, Private Sector, Foreign Banks). 2. Development Banks: Objectives and Role in Economic Development. Cooperative Banks: Structure and Functions, NPA 3. Small Finance Banks and Payment Banks: Objectives and Features, 4. Non-Banking Financial Companies (NBFCs): Definition, Types, Functions, and Significance.
	Module 4 - Regulatory Framework and Emerging Trends in Financial Services
	1. Need for Regulation of Financial Services, Key Regulatory Bodies in India: Reserve Bank of India (RBI), Securities and Exchange Board of India (SEBI), Insurance Regulatory and Development Authority of India (IRDAI), Pension Fund Regulatory and Development Authority (PFRDA). 2. Overview of Key Regulations related to Banking, Capital Markets, and Insurance. 3. Emerging Trends in Financial Services: Financial Technology (FinTech), Digital Banking, Mobile Payments, Peer-to-Peer Lending, Crowdfunding. 4. Financial Inclusion: Concept and Initiatives in India.

10	**Reference Books:** 1. Khan, M. Y. (Latest Edition). *Indian Financial System*. Tata McGraw-Hill. 2. Bhole, L. M., & Mahajan, J. (Latest Edition). *Financial Institutions and Markets*. Tata McGraw-Hill. 3. Pathak, B. (Latest Edition). *Indian Financial System*. Pearson Education. 4. Relevant articles and reports from financial newspapers and websites. 5. Machiraju, H. R. – *Indian Financial System*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination Individual Passing in Internal and External Examination : 60%**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major 2 (Finance)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	III
Title of Paper	Financial Management
Credits	4
From the Academic Year	2025-26

Major 2 (Finance)
Syllabus
B.Com. (Management Studies)
(Sem.- III)

Title of Paper - Financial Management

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course provides a foundational understanding of core financial management principles. Students will learn to analyze financial decisions related to investment, financing, and dividends. Emphasis is placed on the time value of money, capital budgeting, and working capital management. The syllabus covers techniques for evaluating investment projects and managing financial risk. Students will explore the impact of capital structure and dividend policies on firm value. This course aims to equip students with practical skills for effective financial decision-making in business.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** 1. To introduce students to the fundamental principles of financial decision-making, including the analysis of financial statements. 2. To equip students with the ability to evaluate investment projects using various capital budgeting techniques, considering risk and uncertainty, to make sound financial decisions. 3. To enable students to understand and critically evaluate the theories and practices related to corporate financing decisions, including the optimal mix of debt and equity. 4. To provide students with the knowledge and skills necessary to effectively manage a firm's short-term assets and liabilities, optimizing liquidity and profitability.	
8	**Course Outcomes**: 1. Learners will be able to uunderstand the fundamental principles of financial management and grasp the relationship between risk and return. 2. Learners will evaluate investment proposals using capital budgeting techniques with investment decisions and calculate the cost of capital. 3. They can Understand the different sources of finance available to businesses. And analyse the impact of capital structure on firm value. 4. Learners will be able to Manage working capital effectively to optimize liquidity and profitability and cash management strategies.	

9	**Modules**: -
	Module 1: Introduction to Financial Management
	1. Definition, Nature and scope of financial management, Goals of financial management profit maximization vs. wealth maximization, 2. Financial decisions: investment, financing, and dividend decisions. **3.** Time value of money: present value, future value, annuities, perpetuities, **4.** Risk and return concepts.
	Module 2 : Capital Budgeting
	1. Definition and importance of Capital Budgeting, Capital budgeting process, Types of capital investment decision, 2. Time Value of Money: Understanding present value and future value concepts, Discounting and compounding. 3. Techniques of capital budgeting: Payback period, Accounting rate of return (ARR), Net present value (NPV), Internal rate of return (IRR). 4. Profitability Index, Risk analysis in capital budgeting, Cost of Capital.
	Module 3: **Financing Decisions and Capital Structure**
	1. Sources of finance: equity, debt, and hybrid instrument, Cost of capital and its components. 2. Introduction to financial markets and instruments, The role of financial managers in financing decisions. 3. Capital structure theories, Calculating the cost of debt, equity, and preferred stock, Weighted average cost of capital (WACC), Factors affecting the cost of capital 4. Leverage analysis: operating, financial, and combined leverage, EBIT-EPS analysis
	Module 4: Working Capital Management
	1. Definition and importance of working capital, Components of working capital, working capital cycle 2. Cash Management: Cash flow forecasting, Cash budgeting, Techniques for optimizing cash balances, Short-term investment strategies. 3. Inventory Management: Types of inventories, Inventory control techniques - EOQ, ABC analysis, Inventory valuation methods. 4. Receivables management: Credit policy, Collection procedures, Dividend policies and factors affecting dividend decisions, Working Capital Policies and Strategies.

10	**Reference Books:** • Ross, S. A., Westerfield, R. W., & Jaffe, J. (2019). *Corporate finance (12th ed.).* McGraw-Hill Education. • Pandey., I.M. (2021). Financial Management • Eugene F. Brigham and Joel F. Houston. (2020). Fundamentals of Financial Management. • Khan, M. Y. (2018). Financial management: Text. McGraw Hill Education (India) Private Limited.	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination Individual Passing in Internal and External Examination : 60%**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

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Credits

University of Mumbai



Syllabus for
Basket of Major 1 (HR)

Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Introduction to Human Resource Management**
Credits	**4**
From the Academic Year	**2025-26**

Major – 1 (HR)

Syllabus

B.Com. Management Studies (Sem.- III)

Title of Paper: Introduction to Human Resource Management

Sr. No.	Heading	Particulars
1	**Description the Course:** **Including but not limited to:**	Human Resource Management (HRM) encompasses the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of its objectives. It involves a range of activities, including talent acquisition, employee development, performance management, compensation and benefits, and fostering positive employee relations. Effective HRM aims to maximize employee performance, well-being, and engagement, ultimately contributing to organizational success and sustainability. It adapts to evolving workforce dynamics and legal landscapes, ensuring fair and equitable treatment of all employees. Through a combination of theoretical foundations and case studies, students will be equipped to apply HRM principles to improve organizational performance and employee well-being.
2	**Vertical:**	**Major**
3	**Type:**	**Theory**
4	**Credit:**	**4 credits**
5	**Hours Allotted:**	**60 Hours**
6	**Marks Allotted:**	**100 Marks**
7	**Course Objectives:** **The students should be able to** 1. Understand the significance of human resource in the organization and various factors influencing HRM and different approaches of HRM. 2. Apply HR planning and job analysis techniques in organizational settings. 3. Learn about the concept of Human Relations and employee morale for effective HRM. 4. Evaluate HRM strategies for managing challenges like employee diversity and turnover, and create effective solutions	

8	**Course Outcomes:** **The students will be able to;** 1. Acquire a perspective on the emergence and evolution of human resource management function over a period of time and explore the role of HR in any organization. 2. Analyze the effects of leadership styles and employee morale on organizational performance. 3. Understand the issues and challenges of human resource management i.e. employee turnover, employee morale, work life balance. **4.** Assess HRM strategies and develop solutions for managing challenges such as employee diversity and turnover.
9.	**Module 1: Introduction to Human Resource Management (HRM)**
	1. Human Resource Management- Definition-Scope of HRM- Objectives of HRM- Functions of HRM 2. Evolution of HRM- Structure of Human Resource- Strategies of HRM- Context of HRM practices: Environmental influences 3. Human Resource Manager-Role of Human Resource Manager- Qualities of a good Human Resource Manager- Challenges faced by Human Resource Manager 4. Influence of Rational and Social approaches on functions & policies of HRM - Types of Approaches of HRM
	Module 2: Human Resource Planning
	1. Human Resource Planning (HRP)- Meaning of HRP- Definition of HRP- Factors influencing HRP- Steps involved in in process of HRP 2. Job Analysis- Meaning- Process of Job analysis- Components of Job Analysis- Tools and Techniques in Job Analysis 3. Job Design- Meaning- Tools and Techniques of Job Design- Psychological and Behavioral Issues in HRP--- Job Description- Job specification 4. Human Resource Information System: Meaning- Significance of HR Information System- Components of HR Information System - Case Study
	Module 3: Human Relations
	1. Human Relations-Concept -Meaning- Significance of Human Relations- Leadership: Concept and Essentials of a good Leadership - Transactional and Transformational Leadership 2. Employee Morale- Concept-Meaning- Factors Influencing Employee Morale- Measurement of Employee Morale 3. Employee Welfare Measures and Health and Safety Measures-Statutory Provisions for Safety of Workers (Indian and Global Scenario)

	4. Stress Management-Reasons/ of for Stress-Strategies for coping with Stress- Employee Welfare	
	Module 4: Recent Trends in HRM	
	1. Quality of Work Life (QWL): Concept- Significance of QWL to employees, organization, and society 2. Challenges, supportive measures (including time management grid & Flexi work hours for employees). Internal mobility (transfer, promotion). Separation. 3. Perspectives in HRM; Redundant manpower- HR Audit, Emerging job opportunities, Talent Management, Employee Burnout 4. Challenges in HRM: Employee Diversity - Labour Turnover -Absenteeism - Sexual Harassment at Workplace - Millennial Competency Mapping - International HR Practices	
10	**Reference Books:** 1. Aswathappa, K. & Dash, S. (2021). Human Resource Management-Text and cases (9th Ed.), Tata McGraw-Hill. 2. Chhabra, T. N. & Chhabra, M. (2020). Human Resource Management. New Delhi: Sun India Publications. 3. Decenzo, D. A., & Robbins, S. P. (2009). Fundamental of Human Resource Management, New Jersey: Wiley. 4. Dessler G. & Varrkey B. (2020). Human Resource Management, Sixteenth Edition, Pearson Paperback. 5. French, W. L. (2006). Human Resource Management. Boston: Houghton Mifflin. 6. Gupta, C. B. (2018). Human Resource Management. New Delhi: Sultan Chand & Sons. 7. Pattanayak, B. (2019). Human Resource Management (6th ed.). PHI learning 8. Prasad, L. M. (2018). Human Resource Management. New Delhi: Sultan Chand & Sons 9. Rao, V. S. P. (2020). Human Resource Management (2nd Ed.). New Delhi: Taxmann Pvt. Ltd. 10. Sengupta, A. (2018). Human Resource Management, Sage Textbook.	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** **Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)**	

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Syllabus for Basket of Major 2 (HR)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Training and Development**
Credits	**4**
From the Academic Year	**2025-26**

Major 2 (HR)
Syllabus
B.Com. Management Studies (Sem.- III)

Title of Paper : Training and Development

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	Training and Development equips individuals and organizations with the essential skills and knowledge for growth and success. This field encompasses systematic processes to enhance employee capabilities, improve performance, and foster continuous learning. It involves identifying training needs, designing effective programs, and delivering engaging learning experiences. Development focuses on long-term growth, preparing individuals for future roles and organizational challenges. Key areas include skill enhancement, leadership development, and adapting to evolving industry demands. Ultimately, effective Training and Development initiatives contribute to increased productivity, employee satisfaction, and a competitive advantage for the organization.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted:**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** 1. To comprehend the principles and processes of training and development 2. To develop practical skills in designing and delivering training interventions. 3. To understand the strategic role of training and development in organizational success. 4. To evaluate the effectiveness and return on investment of training programs.	
8	**Course Outcomes**: 1. The learner will understand the importance and process of conducting a training needs analysis within organizations. 2. The learner will gain an understanding of the steps involved in designing a training program and evaluating its effectiveness. 3. The learner will ddemonstrate how to assess and identify training needs using person, task, and organizational analyses. 4. The learner will comprehend the tools and techniques used in management development to enhance organizational growth.	

9.	**Module 1: Introduction to Training**
	1. **Overview of Training** – Concept, Scope, Importance, Objectives, Features, Pre-requisites to Corporate Training. 2. **Process of Training**–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), 3. **Major Types of training Methods**: – On the Job & Off the Job Methods, Apprenticeship vs Internship in the education sector. 4. **Levels of Training** - Individual, operational and organizational levels – horizontal, vertical, top, bottom & official training.
	Module 2: Introduction to Development
	1. Overview of development– concept, scope, importance & need and features, Human Performance Improvement **2. Counselling techniques** with reference to development employees, society and organization. **3. Career Development** – Career Development Cycle, Model for planned Self-Development, Succession Planning **4. Role of Training** and development manager, Administrators, consultants, designers and instructors – Determining training needs – Strategic Training & Development
	Module 3: Assessment of Training and MDP
	1. **Assessment of Training Needs:** Methods & Process of Needs Assessment, Criteria & Designing & Implementation of an effective Training Program, Evaluation of training programs 2. **Management Development-** Concept, Meaning, Benefits and challenges of MDP, Need of MDP. 3. **Process of Management** Development- Evaluation of Management Development 4. **Methods-** Programs and Methods of MDP, Principles of Management Development Programme
	Module 4: New Trends in Training and Development
	1. **Performance Measurement**- Meaning- Appraisal- Pitfalls- Ethics of Appraisal 2. **Talent Management**- Meaning, Measuring Talent Management-Integration and Future of Talent Management- Talent Management: Global Scenario 3. **Knowledge Management**- Meaning, Definition, Evolution of Knowledge Management- Life Cycle of Knowledge Management 4. **Artificial intelligence**: Role of AI in Training and Development and Effect of Artificial intelligence on Training and development

10	**Reference Books:** 1. Aswathappa, K. & Dash, S. (2021). Human Resource Management-Text and cases Tata McGraw-Hill. 2. Decenzo, D. A., & Robbins, S. P. (2009). Fundamental of Human Resource Management, New Jersey: Wiley. 3. Dessler G. & Varrkey B. (2020). Human Resource Management, Sixteenth Edition, Pearson Paperback. 4. French, W. L. (2006). Human Resource Management. Boston: Houghton Mifflin. 5. Gupta, C. B. (2018). Human Resource Management. New Delhi: Sultan Chand & Sons. 6. Pattanayak, B. (2019). Human Resource Management (6th ed.). PHI learning 7. Prasad, L. M. (2018). Human Resource Management. New Delhi: Sultan Chand & Sons 8. Rao, V. S. P. (2020). Human Resource Management (2nd Ed.). New Delhi: Taxmann Pvt. Ltd. 9. Sengupta, A. (2018). Human Resource Management, Sage Textbook.
11	**Internal Continuous Assessment: 40%** / **External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)

Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern (40 Marks)

1. Case Study writing **OR** Assignment
2. Quiz **OR** Group discussion **OR** Role Playing
3. Project Presentation **OR** Research Paper

} any two (10 Marks each) 20 Marks

4. Class Test - (Mandatory) with Objective questions 20 Marks

Total 40 Marks

External Paper Pattern (60 Marks)

External Paper Pattern (60 Marks)

Write any **FOUR** questions from the following

Q1. Answer the following 15 marks
A
B
Q2. Answer the following 15 Marks
A
B
Q3. Answer the following 15 Marks
A
B
Q4. Answer the following 15 marks
A
B
Q5. Answer the following 15 Marks
A
B
Q6. Answer the following 15 Marks
A
B

Vertical - 4

VSC

Marketing

Or

Finance

Or

HR

As Per NEP 2020

University of Mumbai

Syllabus for Basket of VSC (Marketing)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Consumer Behaviour**
Credits	2
From the Academic Year	**2025-26**

VSC- Marketing
Syllabus
B. Com. (Management Studies)
(Sem.- III)

Title of Paper: Consumer Behaviour

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but Not limited to :**	Consumer Behavior is the study of how individuals, groups, and organizations make decisions to allocate resources (time, money, and effort) to consumption-related activities. This course examines the factors that influence consumer behavior, such as psychological, social, cultural and personal influences and how businesses can use this knowledge to develop effective marketing strategies. Understanding consumer behavior is essential for marketers as it provides insights into consumer needs, preferences and motivations, which are critical for developing products, services and campaigns that resonate with the target audience.
2	**Vertical :**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives:** 1. To understand the concept of consumer behavior and its role in marketing decision-making. 2. To examine the role of social and cultural influences on buying behaviour 3. To understand buying habits and Online buying behaviour of consumer for marketing decisions	
8	**Course Outcomes:** 1. Students will identify and analyze marketing communication and psychological, social and cultural factors that influence consumer decisions. 2. Students will able to understand effect of online purchasing and consumer segmentation strategies	
9	**Modules**:	

	Module 1: Introduction to Consumer Behaviour
	1. Consumer Behaviour- Features, scope, Importance, Types of Consumer, Diversity of consumers and their behaviour- Types of Consumer Behaviour. 2. Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing implications - Consumer Behaviour Models. 3. Environmental influences on Consumer Behaviour - Cultural influences - Hofstede's Cultural Dimensions and Marketing Implications - Social class - Reference groups 4. Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles.
	Module 2: **Consumer buying habits and Online buying behaviour**
	1. Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses - Issues of privacy and ethics. 2. Marketing communication - Store choice and shopping behaviour - In-Store stimuli, Consumerism - Consumer rights and Marketers' responsibilities. 3. Effects of online purchasing on consumer behaviour - Psychology of online purchasing: motivations, perceptions, and attitudes. 4. Consumer Segmentation Strategies, Targeting & Positioning in International Markets, Global vs. Local Brands, Emerging Global Consumer Trends
10	**Reference Books:** 1. Vriens, D., & Achterberg, J. (2019). *Organizational Development*. Routledge 2. Aubrey, B. (2015). *The Measure of Man: Leading Human Development*. McGraw-Hill Education. 3. Cummings, T. G., & Worley, C. G. (2014). *Organization Development and Change* (10th ed.). Cengage Learning. 4. Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass. 5. Wendell L French, Cecil h Bell. Jr., Veena Vohra, 2006 Organizational Development – Prentice Hall of India Ltd., New Delhi 6. Bradford, D. L., & Burke, W. W. (2005). *Reinventing Organization Development: New Approaches to Change in Organizations*. Pfeiffer. 7. Weisbord, M. R. (2004)**.** *Productive workplaces: Dignity, meaning, and community in the 21st century*. Jossey-Bass. 8. French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. 9. Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California. 10. Harvey, D.F. and Brown, D.R., An experimental approach to Organization

	Development, 7th Ed. Prentice-Hall, Englewood Cliffs, N.J	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

As Per NEP 2020

University of Mumbai



Syllabus for
Basket of VSC (Finance)

Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Financial Statement Analysis**
Credits	4
From the Academic Year	**2025-26**

VSC- (Finance)
Syllabus
B.Com. Management Studies (Sem.- III)
Title of Paper - Financial Statement Analysis

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	Financial Statement Analysis involves the systematic review of a company's financial reports. This process dissects the income statement, balance sheet, and cash flow statement. Analysts use this to evaluate a company's profitability, liquidity, and solvency. Key financial ratios and trends are identified to assess financial health. This analysis aids in making informed investment and credit decisions. Ultimately, it provides a comprehensive understanding of a company's financial performance.
2	**Vertical :**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: 1. To understand about the concept and objectives of Financial Statements. 2. To examine the conventional and vertical formats of presentation of financial statements. 3. To interpret the financial statements with the use of tools of financial statement analysis. 4. To use financial statement analysis for decision-making and forecast future financial performance	
8	**Course Outcomes**: Student will be able to 1. Understand the meaning, nature, objectives of preparation of Financial Statements 2. Understand the components and users of Financial Statements 3. Learn the conventional and vertical formats of preparation of financial statement 4. Use tools of financial statements analysis and interpret the same.	
9.	**Module 1: Introduction to Financial Statement Analysis**	
	1. Financial Statements Analysis: Meaning, Objectives, Components, Features, Nature, Limitations, Users of Financial Statements 2. Overview of key financial statements: balance sheet, income statement, cash flow statement, and statement of retained earnings.	

	3. Types, Conventional or 'T' form, Vertical format of Financial Statements 4. Review of Accounting principles, Accrual accounting vs. cash accounting, Key accounting concepts	
	Module 2: Tools of Financial Statement Analysis and Interpretation	
	1. Analysis of the Income Statement, Analysis of the Statement of Cash Flows, Free cash flow analysis, Financial Ratio Analysis 2. Trend Analysis and Comparative Analysis, Forecasting and Valuation, Financial forecasting techniques. 3. Analysis of specific industries, Analysis of multinational corporations, Detecting financial fraud. 4. Tools of Analysis and Interpretation of Financial Statements- Trend Analysis, Comparative Statement, Common Size Statement (Introduction and Short Practical Question)	
10	**Reference Books:** • Cost and Management Accounting - Colinn Dury 7th Edition • Cost and Management Accounting- Dbarshi Bhattacharyya pearson Publications 2013 edition • Management Accounting - M. Y. Khan • Management Accounting - I. M. Pandey	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

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Syllabus for Basket of VSC (HR)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**III**
Title of Paper	**Recruitment & Selection**
Credits	**2**
From the Academic Year	**2025-26**

VSC- (HR)
Syllabus
B.Com. Management Studies
(Sem.- III)

Title of Paper: Recruitment & Selection

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course explores the comprehensive process of recruitment and selection, providing students with a deep understanding of the strategies, methodologies, and ethical considerations in human resource management. It covers the entire recruitment process, including planning, sourcing, and evaluation techniques, as well as modern trends such as SMAC (Social, Mobile, Analytics, and Cloud) in recruitment. The course further examines the selection process, focusing on effective techniques, selection tests, and interviews, along with the emerging trends and ethical standards in hiring. Through case studies and real-world applications, students will gain the necessary skills to design, evaluate, and improve recruitment and selection strategies to attract and retain the best talent.
2	**Vertical:**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: 1. To define and explain the key concepts, processes, and methods involved in recruitment and selection. 2. To apply recruitment strategies and selection techniques to real-world scenarios and analyze their effectiveness. 3. To evaluate and design innovative recruitment and selection processes, incorporating emerging trends and ethical considerations.	

8	**Course Outcomes**: 1. Students will recall and define key concepts and processes in recruitment and selection. 2. Learners will use recruitment strategies and selection techniques in practical scenarios to assess their effectiveness. 3. Students will critically assess and improve recruitment and selection processes, integrating emerging trends and ethical practices.
9	**Modules**:
	Module 1: Overview of Recruitment: An Evaluation Technique
	1. **Recruitment** – Meaning- Definition – Recruitment Policy & Planning – Need & Essentials -Factors governing Recruitment Policy – Steps in the Recruitment Process 2. **Sources of Recruitment** - Recruits Perspective – Methods of Contacting Sources – Objective Factor Theory – Subjective Factor Theory – Critical Contact Theory. 3. **Evaluation & Control of Recruitment Process –** Philosophies of Recruiting – Approaches – Realistic Job Previews – Job Compatibility Questionnaire- Alternatives to Recruitment. 4. **Recent Trends in Recruitment Practices** – SMAC (Social, Mobile, Analytics and Cloud) as an Approach to Acquisition Function - Ethical Issues in recruitment process
	Module 2: Selection
	1. **Selection** – Concept – Meaning – Talent Acquisition Process – Selection as a source of Competitive Advantage – Effective Techniques of Selection 2. **Evaluation** – Barriers to effective selection – Guidelines for evaluating an Application Form- Evaluation of Selection Process 3. **Interview** - Role of an interviewer & interviewee– Steps in Interview Process - Demerits /Weaknesses of Interview Method- Difference between Recruitment & Selection. 4. **Emerging Trends & Ethics in Selection Process** – Gamification as an emerging technique in hiring – Ethical considerations/prerequisites in the selection process.
10	**Reference Books:** 1. Dessler, G. (2020). *Human resource management* (15th ed.). Pearson Education. 2. Gatewood, R. D., Feild, H. S., & Barrick, M. (2015). *Human resource selection* (8th ed.). Cengage Learning. 3. Heneman, H. G., & Judge, T. A. (2019). *Staffing organizations* (9th ed.). McGraw-Hill Education. 4. Phillips, J. M., & Gully, S. M. (2015). *Strategic staffing* (2nd ed.). Pearson Education.

	5. Mathis, R. L., & Jackson, J. H. (2019). Human resource management (15th ed.). Cengage Learning. 6. Prasad, L. M. (2018). Human resource management (7th ed.). Sultan Chand & Sons. 7. Durai, P. (2021). Human resource management. Pearson India Education Services Pvt. Ltd. *8.* Aswathappa, K., & Dash, S. (2022). Human resource management: Text & cases. McGraw-Hill Education.	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Paper Pattern 2 Credits (Total 50 Marks)

Internal = 20 Marks
External = 30 Marks

Internal Paper Pattern (20 Marks)

1.Project Presentation **OR** Case Study writing	05 Marks
2. Quiz **OR** Group discussion	05 Marks
3. Class Test (Mandatory) with objectives	10 Marks
Total	20Marks

External Paper Pattern (30 Marks)

Write any **TWO** questions from the following

Q1. Answer the following 15 marks
A
B
Q2. Answer the following 15 Marks
A
B
Q3. Answer the following 15 Marks
A
B

Sem IV

Vertical – 1
Major 1 & 2
Marketing
Or
Finance
Or
HR

As Per NEP 2020

University of Mumbai

Syllabus for Basket of Major -1 (Marketing)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Retail Marketing**
Credits	4
From the Academic Year	**2025-26**

Major -1 (Marketing)
Syllabus
B.Com. Management Studies
(Sem.- IV)

Title of Paper: Retail Marketing.

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	Retail marketing focuses on strategies to attract and retain customers within physical or digital store environments. It encompasses visual merchandising, promotional campaigns, and customer service to drive sales. This field analyses consumer behaviour to optimize product placement and pricing. Effective retail marketing builds brand loyalty and enhances the overall shopping experience. It's crucial for businesses seeking to maximize profitability and market share in competitive retail landscapes.
2	**Vertical : 1**	Major
3	**Type :**	Theory
4	**Credit**:	4
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** 1. To analyze the fundamental principles of retail marketing and consumer behaviour, with a specific focus on the integration of CRM 2. To evaluate key retail operational strategies, including location analysis, and store layout design. 3. To critically examine the application of the 4Ps of Rural Marketing within the context of rural retailing, and retail brands. 4. To assess diverse e-retailing business models and analyze the impact of visual merchandising within.	
8	**Course Outcomes**: Students will - 1. Students will be able to demonstrate a comprehensive understanding of core retail marketing concepts and analyze the behaviour of retail consumers. 2. Students will be able to critically evaluate and formulate strategic decisions regarding retail location selection and merchandise management. 3. Students will be able to apply the 4Ps of marketing to develop effective rural retailing strategies and construct robust retail brand. 4. Students will be able to analyze and compare various e-retailing business models and assess the strategic role of visual merchandising.	
9	**Modules**: -	

	Module 1: Introduction to Retail marketing
	1. Retail Marketing – Meaning, Definitions – Characteristics and Functions – Social and Economical, Importance of retailing. Types of retail stores, Challenges and opportunities. 2. FDI in Retail Marketing - Meaning, Need for FDI in Indian Retail scenario, Concept of Green Retailing, Concept of Airport retailing, Impact of Globalization on Retail marketing 3. Retail Consumer: Meaning, Retail consumer behaviour, Factors influencing the Retail consumer, Retail Customer Buying Behaviour, Customer decision making process 4. CRM in Retail Marketing – Meaning, Objectives, Customer retention approaches, Special Customer services, Personalization, Community
	Module 2: Decision on Retail Location, Layout and Merchandising
	1. Retail location strategy – Importance of location decision – Types of location decision and its determining factors – Retail location theories – Location assessment procedures 2. Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements. 3. Merchandising and Assortment Planning, - Concept, types Evolution, factors Influencing, principles of merchandising 4. Merchandise category - Meaning, importance, Components, Role of Category captain, Merchandise Procurement – Meaning, Process, Sources of Merchandise.
	Module 3: **Rural Retailing and Retail Branding**
	1. Rural Retailing: Meaning Characteristics, Importance, Scope , Trends , Challenges, Difference between rural and urban retailing. 2. 4 P's of Rural Retailing: Product strategy of rural retail, Price Strategy of Rural Retail, Place Strategy of Rural Retail, Promotion Strategy of Rural Retail. 3. Retail Branding - Concept of Retail Branding and its importance, Scope of retail Branding, Challenges and Opportunities of Retail Branding. 4. Brand Equity – Strategic Brand Management, Retail Branding: Process. Retail Brand v/s Corporate Brand.
	Module 4: E-Retailing and Visual Merchandising
	1. Foundation of E-Retailing: Meaning, features, need of e-retailing, Traditional Marketing to e- Marketing, Challenges of e- Retailing. 2. E Retiling Business Models, E- Retailing Marketing Mix: Supply Chain Management System in e-retailing, Promotional Strategies of e- retail Business. 3. Concept of Online Pricing; Factors affecting; Different Methods/Strategies of Online Pricing; Price Discrimination in e- retailing; Dynamic Pricing for e- retailing; 4. Visual Merchandising – Meaning, Significance, Tools used for visual merchandising, concept of Planogram, Meaning & Methods of display, errors in creating display.

10	**Reference Books:** 1. Swapna pradhan- Retailing Management- Tata McGraw Hill, New York. 2. Chetan Bajaj, Rahnishtuli And Nidhiv. Srivastava, Retail Management, Oxford University Press, New Delhi. 3. Mrs. Suja R Nair - Retailing Management - Himalaya Publication House, Mumbai. 4. S. L. Gupta, Retail Management, Wisdom Publications, Delhi. 5. Levy, Michel; and Weitz, Barton A. Retailing Management. New Delhi, Tata McGraw-Hill Publishing Company Limited, 2002. 6. Hasty and James Reardon, RETAIL MANAGEMENT. McGraw Hill Publication, International Edition. 7. Pradeep Kashyap, Rural Marketing, Pearson Education, New Delhi, Latest Edition. 8. Krit Dang Longani & Madhuri Shete, Retail Marketing, Nirali Prakashan Publishers, Pune 9. Naresh Kumar Yadav, Awadesh Kumar Singh, Rural Retailing In India, Serial Publications, New Delhi 10. T Srinavasa Rao, Retail Marketing, Global Vision Publishing House, New Delhi 11. Jesko Perrey and Dennis Spillecke, Retail Marketing and Branding, Latest Edition

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination Individual Passing in Internal and External Examination : 60%**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

As Per NEP 2020

University of Mumbai

Syllabus for Basket of Major -2 (Marketing)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Customer Relationship Management**
Credits	4
From the Academic Year	**2025-26**

Major 2 (Marketing)
Syllabus
B.Com. Management Studies
(Sem.- IV)

Title of Paper: Customer Relationship Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	Customer Relationship Management (CRM) involves the strategies, tools, and techniques that businesses use to track and assess customer interactions and data throughout the entire customer journey. The main objective of CRM is to enhance customer service, boost retention, and increase satisfaction, all of which contribute to business growth. CRM allows companies to gain insights into customer preferences and needs, fostering personalized communication and better customer experiences. By implementing CRM software and systems, businesses can optimize their operations, strengthen relationships, and make informed decisions. In today's competitive landscape, leveraging effective CRM practices is crucial for retaining loyal customers and staying ahead of competitors.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** The students should be able to 1. To understand the concepts and role of CRM in increasing sales of the business organization. 2. To understand the role and changing face of CRM 3. To enable learners to learn the CRM marketing initiatives, customer service and designing CRM strategy for the benefit of business organisation	

8	**Course Outcomes**: The students will be able to; 1. Learners will be able to analyze the CRM link with the other aspects of marketing 2. Learners will be able to understand the concept of CRM strategy and its implementation 3. Learners will be able to understand different CRM models in service industry 4. Learners will be able to analyze emerging trends and different issues in CRM
9.	**Module 1: Introduction to Customer Relationship Management (CRM)**
	5. Customer Relationship Management (CRM)--- Meaning and Definition--- Evolution of Customer Relationships --- Significance of CRM to Customers and Organisations 6. The value pyramid--- Components of CRM--- Information--- Process of CRM--- CRM Technology and People, Barriers to CRM. 7. Customer Value--- Customer Expectation---Customer Satisfaction--- Customer Acquisition--- Customer Retention--- Customer Loyalty--- Customer Lifetime Value 8. Customer Experience Management--- Customer Profitability--- Customer Satisfaction Measurements---Web based Customer Support.
	Module 2: CRM Strategy: Planning, Implementation and Evaluation
	5. Objectives of CRM Strategy--- The CRM Strategy Cycle: Acquisition, Retention and Win Back--- Complexities of CRM Strategy 6. CRM Planning: Sales and CRM: Sales Force Automation, Sales Process Management, Sales Territory Management, Contact and Lead Management, Knowledge Management. 7. CRM Implementation: Steps--- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement 8. CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change.
	Module 3: CRM and Data Management
	1. CRM and Customer Service--- Call Center and Customer Care: Call Routing, Contact Center Sales Support--- Web Based Self Service. 2. Customer Satisfaction Measurement--- Call-Scripting--- Cyber Agents and Workforce Management 3. Analytical CRM --- Managing and sharing customer data --- Types of Data: --- Customer information databases --- Ethics and legalities of data use. 4. Data Warehousing and Data Mining concepts --- Data analysis--- Types of Data Analysis: Personalization and Collaborative Filtering--- Data reporting
	Module 4: Recent Trends in CRM
	5. Recent trends in CRM---e-CRM: Concept ---Features of e-CRM--- Benefits of e-CRM --- Social Networking and CRM --- Mobile CRM--- CRM v/s Digital Marketing

	6. Measuring CRM performance--- CRM Metrics--- CRM Challenges and Opportunities--- Ethical Issues in CRM 7. Software App for Customer Service--- Customer Self Service--- Email Response Management--- Outbound Communication Management--- 8. CRM in service industry in India (with case studies): Relevance of CRM for Hospital Services--- CRM in Banking and in Insurance Sector	
10	**Reference Books:** 1. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH. 2. Dilip Soman & Sara N-Marandi," Managing Customer Value" 1st edition, 2014, Cambridge. 3. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, PearsonEducation. 4. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition 5. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

As Per NEP 2020

University of Mumbai

Syllabus for Basket of Major 1 (Finance)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Auditing**
Credits	**4**
From the Academic Year	**2025-26**

Major 1 (Finance)
Syllabus
B.Com. (Management Studies)
(Sem.- IV)

Title of Paper - Auditing

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This comprehensive auditing curriculum begins with an Introduction to Auditing, establishing the fundamental principles, ethical standards, and legal frameworks that govern the profession. Building upon this foundation, students delve into the practical aspects of Audit Planning, Procedures, and Documentation, learning to develop effective audit strategies, assess risks, and create thorough audit records. The curriculum further explores essential Auditing Techniques and Internal Audit Introduction, equipping students with the skills to evaluate internal controls, identify risks, and understand the crucial role of internal auditors within organizations. Finally, the course culminates in a focused study of Auditing Techniques: Vouching & Verification, where students master the detailed procedures necessary to ensure the accuracy and validity of financial transactions and asset valuations. This integrated approach provides students with a thorough understanding of auditing, from foundational concepts to practical application, preparing them for a successful career in the field.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: 1. To provide students with a foundational understanding of the principles, concepts, and processes involved in auditing, including the auditor's role. 2. To provide students with a comprehensive understanding of the principles and practices involved in planning, executing, and documenting effective audits. 3. To provide students with a foundational understanding of internal auditing principles, techniques, and their role in organizational governance and risk management. 4. To equip students with the knowledge and practical skills necessary to perform effective vouching and verification procedures.	

8	**Course Outcomes**: 1.Describe the purpose and scope of an audit, explain the fundamental principles of auditing, and identify the key stages of the audit process, including risk assessment and evidence gathering. 2. Develop and document a comprehensive audit plan that incorporates risk assessment, materiality considerations, and appropriate audit procedures, adhering to professional auditing standards. 3. Apply fundamental auditing techniques to assess internal controls, identify potential risks, and evaluate the effectiveness of organizational processes. 4. Apply appropriate vouching and verification techniques to examine financial documents and assets, and evaluate their authenticity, accuracy, and proper valuation.
9	**Modules**:-
	Module 1: Introduction to Auditing
	1. Definition and Objectives of Auditing, need and limitations of Audit, Difference between Accounting and Auditing, Investigation and Auditing. 2. Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error and frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud. 3. Principles of Audit, Materiality, True and Fair view 4. Types of Audits – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit, Statutory Audit
	Module 2: Audit Planning, Procedures and Documentation
	1. Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach 2. Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work, 3. Audit Working Papers – Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, 4. Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books.
	Module 3: **Auditing Techniques and Internal Audit Introduction**
	1. Test Check – Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, precautions. 2. Audit Sampling – Audit Sampling, meaning, purpose, factors in determining sample size – Sampling Risk, Tolerable Error and expected error, methods of selecting Sample 3. Internal Control – Meaning and purpose, review of internal control, advantages, auditor's duties, Inherent Limitations of Internal control, internal control samples 4. Internal Audit: Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, Internal Audit Vs External Audit,

	Module 4: **Auditing Techniques: Vouching & Verification**	
	1. Audit of Income: Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts 2. Audit of Expenditure: Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses 3. Audit of Assets Book Debts / Debtors, Stocks – Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How 4. Audit of Liabilities: Outstanding Expenses, Bills Payable Secured Loans Unsecured Loans, Contingent Liabilities	
10	**Reference Books:** 1. K. H. Spencer Pickett. (2010). The Internal Auditing Handbook. Wiley publisher 2. Richard E. Cascarino. (2007). Auditor's Guide to Information System Auditing. Wiley publisher 3. George Puttick., Sandy Van., Suresh Kana. (2007). The principles and Practice of Auditing. Juta publisher. 4. David Coderre. (2008). Internal Audit: Efficiency through automation. Wiley publisher 5. Dr. Preeti Mittal and others. (2021). Auditing and Corporate Governance. Sultan Chand & Sons 6. B. N. Tandon. (2006). A handbook of practical auditing. S. Chand limited	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

As Per NEP 2020

University of Mumbai

Syllabus for Basket of Major 2 (Finance)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Financial Institutions and Market**
Credits	**4**
From the Academic Year	**2025-26**

Major 2 (Finance)

Syllabus

B.Com. Management Studies (Sem.- IV)

Title of Paper: Financial Institutions and Market

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course examines the role of financial institutions, like banks and investment firms, in facilitating capital flow. It explores the structure and function of various financial markets, including money, capital, and derivatives markets. Students will analyze how these institutions and markets interact to allocate resources and manage risk. It includes the impact of regulation, technological advancements, and globalization on the financial system. Understanding these dynamics is crucial for comprehending economic stability and growth. It provides a foundation for anyone wanting to work within, or understand, the financial sector.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 Credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** 1. To Understand the structure and role of financial institutions and markets. 2. To Analyze the functions of central banks, commercial banks, and non-banking financial institutions. 3. To Evaluate various financial instruments and their impact on investment and economic growth. 4. To Understand the regulatory framework governing financial markets and contemporary issues and trends in global financial markets.	
8	**Course Outcomes**: Learners will able to: 1. Identify and classify different types of financial institutions and markets. 2. Analyze the determinants of interest rates and pricing in various financial markets. 3. Evaluate the impact of regulatory policies and global trends on financial institutions and	

	Markets. 4. Learners can able to understand new trends like blockchain, cryptocurrencies and globalization in financial markets.
9	**Modules**: -
	Module 1: Introduction to Financial Institutions
	1. Functions of the financial system, Flow of funds, Types of financial assets, Role of financial intermediaries. 2. Financial Institutions: Commercial banks: functions, operations, and regulations, 3. Investment banks: underwriting, mergers and acquisitions, and trading, Insurance companies: types of insurance, 4. Risk management, Mutual funds and pension funds: investment strategies, Other financial institutions: credit unions, finance companies, etc.
	Module 2: Financial Markets & Financial Regulation
	1. Capital Market: Primary Market (IPO, FPO, Underwriting), Secondary Market (Stock Exchanges, Trading Mechanisms) 2. Money markets: short-term debt instruments, Capital markets: long-term debt and equity instruments, 3. Bond markets: government and corporate bonds, Stock markets: equity trading and market efficiency. 4. Derivatives markets: futures, options, and swaps, foreign exchange markets: currency exchange and risk management.
	Module 3: Financial Regulation and the interaction of Financial Institutions and Markets
	1. Financial Market Instruments: Treasury bills, commercial paper, and certificates of deposit, Stocks, bonds, Futures, options, and derivatives. 2. Financial Regulation: Role of central banks, Regulatory agencies SEC, RBI), Impact of regulation on financial institutions and markets, Basel accords. 3. The interaction of Financial Institutions and Markets: Role of financial institutions in the various financial markets, effect that financial institutions have on market stability, 4. Effect of financial markets on financial institutions, case studies related to financial institutions and Markets
	Module 4: Emerging Trends and Globalization in Financial Institutions and Markets
	1. Financial Innovation and Technology: Digital banking and FinTech developments, Blockchain and cryptocurrencies 2. AI and automation in financial markets, Global capital flows and foreign investment, Exchange rate mechanisms and international monetary policies

	3. Impact of globalization on national financial systems, Contemporary Issues and Case Studies, Analysis of Financial Market Crises and Their Impact 4. Ethical considerations in financial institutions**,** Real-world applications through case studies.	
10	**Reference Books:** 1. N. K. Gupta. (2011). Financial Markets, Institutions and Services. Ane Books Pvt. Ltd. 2. Anthony., Marcia. (2012). Financial Markets and Institutions. McGraw-Hill Publication 3. Frederic S. Mishkin and Stanley G. Eakins. (2006). Financial Markets and Institutions 4. Frederic S. Mishkin. (2003). The Economics of Money, Banking, and Financial Markets. Addison Wesley. 5. Robert E. Wright Modern Financial Markets: Efficiency, Institutions, and Instruments	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination** **Individual Passing in Internal and External Examination: 60%**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

As Per NEP 2020

University of Mumbai



Syllabus for
Basket of Major 1 (HR)

Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Change & Conflict Management**
Credits	**4**
From the Academic Year	**2025-26**

Major 1 (HR)
Syllabus
B.Com. Management Studies
(Sem.- IV)

Title of Paper: Change & Conflict Management

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course aims to provide students with a deep understanding of managing change and conflict in organizational settings, specifically within Human Resources (HR). It will explore strategies, tools, and frameworks HR professionals use to handle organizational change and workplace conflicts effectively. The course will help learners to learn how to create a conducive work environment, lead organizational transformations and manage conflicts at various levels in an organization.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** 1. To familiarize learners with key concepts, theories, and practices related to conflict and change management. 2. To equip learners with effective conflict management skills and techniques applicable in workplace and community settings. 3. To enhance learners' understanding of various approaches and methodologies in conflict and change management. 4. To develop practical skills and strategies for effectively managing conflict and organizational change.	
8	**Course Outcomes**: 1. To gain a comprehensive understanding of the concepts of change and conflict. 2. To evaluate the role of human resources in effectively managing change and conflict. 3. To examine organizational culture and identify factors contributing to resistance to change. 4. To formulate HR policies for managing change and conflict and develop and execute strategic plans for change and conflict management.	

9	**Modules**:
	Module 1: Basics of Change Management
	1. **Change management:** Definition, Meaning, features & importance of Change. Types of Change, Process of change. Challenges of and strategies to overcome of Change management. 2. **Theories and Models of Change Management:** Lewin's Change Model, Kotter's 8-Step Change Model., McKinsey 7-S Framework, ADKAR Model, Tuckman's Model of Team Change 3. **Leadership & Change management:** Concept of Leadership in change management, Role of a Leader in Change Management, Identify Leadership Issues in Change, Essential Qualities of a Change Leader. 4. **Team Change:** Concept of Team Change, Importance and Limitations of Team Change, Enhancement of Team Effectiveness while managing changes,
	Module 2: Organisational Change and Resistance to Change
	1. **Organisational Change:** Meaning and Process of Organisational Change, Causes for Organisational Change, Eight-step Model for Transforming an Organization, 2. **Resistance to Change:** Meaning, Definition, Sources of Individual and Organisational Resistance. Causes, Managing stress due to change in Role, 3. **Communication in Change management:** Importance of Communication in Change, Developing a Communication Plan for Change, 4. **Strategic Organisational Change:** Strategies to Drive Successful Organizational Change, Organisational culture and dealing with change, Issues in culture change.
	Module 3: **Basics of Conflict Management**
	1. **Conflict Management:** Definition, Types of conflict, Sources, Causes for workplace Conflicts, Organizational and individuals' perspectives of conflict. 2. **Strategies of dealing with conflicts:** Conflict Management, Conflict Resolution and Conflict transformation, Five conflict handling styles, Win – win approach. 3. **Conflict Prevention and Early Intervention:** Early Warning Signs of Conflict, Proactive Conflict Management Strategies, Conflict Prevention in Teams and Organizations, 4. **Ethical Considerations in Conflict Management**: Ethics and Morality in Conflict Resolution, Power Imbalances in Conflict Situations, Confidentiality and Trust in Conflict Resolution.
	Module 4: **Methods of conflict Resolution:**

	1. **Conflict Resolution Techniques:** Problem-Solving Approach to Conflict, The Role of Third-Party Mediators, Integrative vs. Distributive Bargaining. 2. **Negotiation:** Meaning Importance, Process, factors influencing negotiation, Types of negotiation, Outcome of negotiation, 3. **Third party negotiation**: Meaning, Role of mediator, Role of Arbitrator, role of Conciliator, Role of Consultant 4. **Managers in Conflict Management**: Role of manger in conflicts, Skill of managers, strategies develop by manager in conflict Management.	
10	**Reference Books:** 1. Cummings/ Worley, Theory of Organisation Development and Change, Cengage Learning, Indian Edition 2016 2. Adrian Thornhill, Managing Change, Pearson Publications, 2016 3. Lewicki, R. J., Saunders, D. M., & Barry, B. (2015). *Negotiation* (7th ed.). McGraw-Hill. 4. Deutsch, M. (2014). *The Resolution of Conflict: Constructive and Destructive Processes*. Yale University Press. 5. Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books. 6. Pruitt, D. G., & Carnevale, P. J. (1993). *Negotiation in Social Conflict*. McGraw-Hill. 7. S.K. Bhatia, Management of Change and Organisational Development: Innovative Strategies and Approaches, Deep & Deep Publications, 2015 8. Kavitha Singh, Organisational Change and Development, Excel Books, 2015	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

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As Per NEP 2020

University of Mumbai



Syllabus for **Basket of Major 2 (HR)**	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Legal Practices in HRM**
Credits	**4**
From the Academic Year	**2025-26**

Major 2 (HR)

Syllabus

B.Com. (Management Studies)

(Sem.- IV)

Title of Paper : Legal Practices in HRM

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	Legal Practices in HRM equips students with a comprehensive understanding of the Indian legal framework governing employment. This course delves into fundamental labour laws, covering contract formation, wages, benefits, and working conditions. Students will learn about industrial relations, dispute resolution mechanisms, and the legalities of disciplinary actions. A key focus will be on ensuring compliance with regulations like POSH, data privacy, and equal opportunity. The syllabus also addresses emerging legal challenges in the gig economy and the importance of HR audits. Upon completion, students will be adept at navigating the legal landscape of human resource management, minimizing risks and fostering legally sound workplace practices.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: 1. To explain the Foundations of Labour Law and the Employment Relationship 2. To understand various acts of India and legal compliances 3. To equipped with Industrial Relations and Dispute Resolution 4. To enable the students about Emerging Legal Issues in HRM and Compliance	
8	**Course Outcomes**: 1. Students will be able to articulate the sources of labour law in India, differentiate between various types of employment relationships 2. Students will be able to identify and describe the key provisions and compliance requirements of major Indian labour legislations 3. Students will be able to analyze the legal framework governing industrial relations in India **4.** Students will be able to analyze and discuss contemporary legal issues impacting HRM in India	

9	**Modules**: - Per credit One module can be created
	Module 1: Foundations of Labour Law and the Employment Relationship
	1. **Introduction to the Indian Legal System Relevant to HRM:** Sources of Labour Law in India, Hierarchy of Labour Laws, Industrial relations history (IR), Basic Grievance process 2. **The Contract of Employment:** Formation of the Employment Contract, Types of Employment Contracts, Enforceability and Breach of Employment Contracts. 3. **Workers Participation in Management:** Features and examples, , Importance of legal compliance in HRM, Conducting internal and external labour law audits, Penalties for non-compliance. 4. **Structure of Court:** Structure of labour courts and appropriate authorities in India
	Module 2: Legal Compliances
	1. **The Minimum Wages Act, 1948:** Concept of minimum wage, fair wage, and living wage, Fixation, revision and deductions of minimum wages, Record-keeping and compliance requirements. 2. **The Payment of Wages Act, 1936:** Rules for payment of wages, Permissible and impermissible deductions from wages, Authorities under the Act and dispute resolution. 3. **The Factories Act, 1948 for Working Conditions:** Working hours and working conditions, Provisions related to hazardous processes and safety measures, Employment of women and young persons. 4. **Employee Benefits and Social Security Legislations:** The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972 , Maternity Benefit Act, 1961
	Module 3: **Industrial Relations and Dispute Resolution**
	1. **The Industrial Disputes Act, 1947:** Trade Unions: Registration, rights, and responsibilities under the, **Trade Unions Act, 1926**: Grievance Redressal Mechanisms under the ID Act. 2. **Prevention and Settlement of Industrial Disputes:** Processes and legal implications, Powers and functions of the appropriate government in industrial disputes. 3. **Disciplinary Actions and Domestic Enquiry:** Legal requirements for conducting a domestic enquiry, Misconduct and disciplinary procedures. 4. **Standing Orders:** Applicability and content of Standing Orders under the Industrial Employment (Standing Orders) Act, 1946, Certification and modification of Standing Orders.
	Module 4: **Emerging Legal Issues in HRM and Compliance**

	1. **Prevention of Sexual Harassment at Workplace (POSH) Act, 2013:** Definitions of sexual harassment, Employer's obligations and responsibilities, Complaint mechanisms and redressal process. 2. **Equal Opportunity and Anti-Discrimination Laws:** Constitutional guarantees of equality, Legal provisions related to discrimination based on gender, religion, caste, etc, Rights of Persons with Disabilities Act, 2016 3. **Data Privacy and Protection in HR:** Overview of relevant data protection laws in India, Legal requirements for collecting, processing, and storing employee data, 4. **Contract Labour (Regulation and Abolition) Act, 1970:** Applicability and registration requirements, Rights of contract labourers, Legal challenges in classifying gig workers and platform workers	
10	**Reference Books:** 1. Constitution of India 2. Labour and Industrial Laws" by S.N. Mishra 3. Handbook on Labour Laws" by B.D. Singh 4. Labour Laws in India" by P.L. Malik 5. Industrial and Labour Laws" by V.K. Kharbanda 6. Human Resource Management" by Aswathappa K 7. Human Resource Management: Text and Cases" by V.S.P. Rao: 8. Commentary on the Factories Act, 1948 9. Commentary on the Industrial Disputes Act, 1947 10. Commentary on the Minimum Wages Act, 1948 11. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 - Law & Practice" by various publishers 12. Aswathappa, K. & Dash, S. (2021). Human Resource Management-Text and cases (9th Ed.), Tata McGraw-Hill. 13. Chhabra, T. N. & Chhabra, M. (2020). Human Resource Management. New Delhi: Sun India Publications.	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern (40 Marks)

1. Case Study writing **OR** Assignment
2. Quiz **OR** Group discussion **OR** Role Playing
3. Project Presentation **OR** Research Paper

} any two (10 Marks each) 20 Marks

4. Class Test - (Mandatory) with Objective questions 20 Marks

Total 40 Marks

External Paper Pattern (60 Marks)

External Paper Pattern (60 Marks)

Write any **FOUR** questions from the following

Q1. Answer the following 15 marks
A
B
Q2. Answer the following 15 Marks
A
B
Q3. Answer the following 15 Marks
A
B
Q4. Answer the following 15 marks
A
B
Q5. Answer the following 15 Marks
A
B
Q6. Answer the following 15 Marks
A
B

Vertical – 4
SEC
Marketing
Or
Finance
Or
HR

As Per NEP 2020

University of Mumbai

Syllabus for Basket of SEC (Marketing)	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	IV
Title of Paper	**Ad Making**
Credits	2
From the Academic Year	2025-26

SEC (Marketing)
Syllabus
B.Com. Management Studies
(Sem.- IV)

Title of Paper: AD Making

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but Not limited to :**	Advertising as a subject explores persuasive communication, encompassing media ethics, agency operations, and evolving trends. It delves into crafting impactful messages across diverse platforms, while upholding responsible practices. Students analyze agency structures, creative processes, and client management. The curriculum also examines the ethical dilemmas inherent in advertising, including truthfulness and target audience considerations. Finally, it addresses the dynamic landscape of digital advertising, data-driven strategies, and emerging technologies shaping the industry.
2	**Vertical:**	Mandatory
3	**Type:**	Theory
4	**Credit**:	2credits
5	**Hours Allotted:**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: 1. To understand the fundamental concepts, features & the evolution of advertising. 2. To explore the advertising agencies and creative pitch process 3. To examine the role of AI in modern advertising campaigns 4. To find out the economic and social aspects of advertising	
8	**Course Outcomes**: 1. Students will be able to analyse the historical development evaluate different types of advertising. 2. Students will be able to discuss the impacts of personalized social media advertising. 3. Students will be able to describe the roles and functions of regulatory bodies like DAVP and ASCI and DD 4. Students will be able to differentiate between and apply the AIDA and DAGMAR and analyze the role of advertising in brand building, particularly concerning Gen Z.	

9	**Modules: -**
	Module 1: Introduction to Advertising and ad agency
	1. **Advertising:** Concept, Features, Evolution of Advertising, Benefits of advertising to consumers and business 2. **Classification of advertising:** Geographic, Media, Target audience, Functions and Purpose, Personalized social media ads 3. **Ad Agencies:** Types of advertising agencies , Agency selection criteria, Creative Pitch process, AI driven campaigns through ad agency 4. **career in advertising:** Freelancing Career Options, Skills required for a career in advertising.
	Module 2: Regulatory bodies and New Trends in Advertising
	1. **Economic and Social Aspects:** Effect of advertising on consumer Product Price, Ethical and social issues in advertising 2. **Regulatory bodies:** Directorate of Advertising and Visual Publicity (DAVP), Role of ASCI (Advertising Standard Council of India), ABC & DD 3. **New Trends:** Difference between AIDA and DAGMAR Model, Brand building through advertising and Gen Z, and managing Brand Crises, 4. **Purposive ads:** Features of Rural, political, Advocacy and Green Advertising, leveraging platforms for advertising, Top ten Ad Agencies of the world and India,
10	**Reference Books:** **References** **1.** David Ogilvy. (2023) Ogilvy on Advertising: paperback publication 2. O'Guinn, Thomas C., Allen, Chris T., and Semenik, Richard J. (2015). Advertising: The Social, Cultural, and Political Dimensions. Routledge. 3. Wells, William, Burnett, John, and Moriarty, Sandra. (2016). Advertising Principles and Practice. Pearson. 4. Belch, George E., and Belch, Michael A. (2018). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw-Hill Education. 5. Smith, J. A., & Jones, B. C. (2023). The impact of social media advertising on consumer behavior. Journal of Advertising Research, 45(2), 123-145. 6. Lee, S. (2018). Digital advertising and its impact on consumer engagement. In J. Kim & D. Lee (Eds.), Advances in digital marketing (pp. 120-145). Routledge. 7. Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: Research findings and future priorities. Marketing Science, 25(6), 740-759. 8. World Advertising Research Center. WARC. Retrieved from https://www.warc.com/ 9. American Marketing Association. (2023). About the AMA. https://www.ama.org/

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<tr><td></td><td colspan="2">10. Kazmi, S. H. H., & Batra, S. K. (2016). Advertising and sales promotion. Tata McGraw-Hill Education.
11. Sen, S., & Bhattacharya, S. (2018). The impact of celebrity endorsements on consumer purchase intention in India. Vikalpa, 43(3), 39-52.
12. Sharma, A. (2023, April 5). The rise of influencer marketing in India. The Economic Times.
13. Journal Articles:
1. Journal of Advertising Research
2. Journal of Advertising
3. Journal of Marketing Research
14. Journal of Consumer Research</td></tr>
<tr><td>11</td><td>Internal Continuous Assessment: 40%</td><td>External, Semester End Examination 60% Individual Passing in Internal and External Examination</td></tr>
<tr><td>12</td><td colspan="2">Continuous Evaluation through:
Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)</td></tr>
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As Per NEP 2020

University of Mumbai

Syllabus for Basket of SEC (Finance))	
Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Financial Inclusion Skills in Youth**
Credits	**2**
From the Academic Year	**2025-26**

SEC (Finance)
Syllabus
B.Com. Management Studies (Sem.- IV)
Title of Paper: Financial Inclusion Skills in Youth

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course is designed to equip young individuals with essential financial literacy and inclusion skills, enabling them to make informed financial decisions and contribute to economic development. The course begins with an introduction to financial literacy, covering its meaning, importance, and impact on individuals, communities, and the financial system. It highlights the consequences of financial illiteracy and emphasizes the role of financial education in fostering financial inclusion. Key topics include saving, budgeting, and goal setting, helping students manage their income and expenses effectively. It also focuses on financial inclusion Additionally, the course examines various financial inclusion schemes introduced by the Government of India and the Reserve Bank of India (RBI), This course provides a blend of theoretical knowledge and practical skills, ensuring that learners are well-prepared to navigate financial systems, access credit, and plan for financial security.
2	**Vertical :**	SEC
3	**Type :**	Theory
4	**Credit**:	2
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives:** 1. To provide foundational knowledge on financial literacy and its role in economic inclusion, enabling youth to manage personal finances effectively. 2. To familiarize students with financial inclusion policies, priority sector financing, microfinance, and government schemes that support financial accessibility.	
8	**Course Outcomes**: 1. Learners will develop the ability to budget, save, and set financial goals, fostering responsible financial behavior. 2. Learners will gain an understanding of financial inclusion mechanisms, including microfinance and government initiatives, allowing them to make informed financial decisions.	
9	**Modules**:	
	Module 1: **Introduction to Financial Literacy and Financial Inclusion**	

	1. Financial Literacy – Meaning, Need, Benefits of Financial Literacy – Individuals, Community and Financial System, Consequences of Financial Illiteracy, Role of Financial Literacy in promoting financial inclusion. 2. Saving – Meaning and importance of saving, Types of income, Types of expenses, Management of spending and financial discipline, 3. Setting SMART financial goals, Income tracking and expense categorization, creating and managing a personal budget, importance key financial services: banking, savings, credit, insurance 4. Financial inclusion: Definition, Barriers to financial inclusion for youth, Extent of financial exclusion, challenges of financial inclusion, national strategy for financial inclusion.
	Module 2: **Priority Sector Financing and Government Initiatives**
	1. National & international perspectives - Microfinance: concept, formal, semi-formal & informal MFIs - microfinance delivery methodologies - recent developments of microfinance in India. 2. Financial Inclusion Schemes in India: - Pradhan Mantri Jan Dhan Yojana (PMJDY) - Pradhan Mantri Mudra Yojana (PMMY) - Pradhan Mantri Suraksha Bima Yojana - Jeevan Suraksha Bandhan Yojana. 3. Financial inclusion programmes organised by RBI, Modern financial inclusion instruments, Rural Credit: concept, need, characteristics and sources of rural credit - NABARD - 4. Components of priority sector - RBI guidelines, government initiatives: Poverty alleviation programmes/employment programmes/production-oriented programmes - educational loans.
10	**References:** 1. Chakrabarty K.C (2011), "Financial Inclusion and Banks: Issues and Perspectives", RBI Bulletin, November. 2. Das, Manda & Rath (2008), "Micro Finance & Rural Development in India," (Ed) New Century Publication, N Delhi. 3. Dev S.M., (2006), "Financial Inclusion: Issues and Challenges", Economic and Political Weekly, October 14: pp. 4310-13. 4. Microfinance - Perspectives and Operations, Bhaskaran, R., Macmillan Education. 5. Mohan R., (2006), "Economic Growth, Financial Deepening and Financial Inclusion" Reserve Bank of India Bulletin, November, pp. 1305-19. 6. Rangarajan C (2008), "Report of the Committee on Financial Inclusion".
11	**Internal Continuous Assessment: 40%** / **External, Semester End Examination Individual Passing in Internal and External Examination : 60%**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)

As Per NEP 2020

University of Mumbai



Syllabus for
Basket of SEC (HR)

Ad- hoc Board of Studies in B. Com. (Management Studies)	
UG Second Year Programme	
Semester	**IV**
Title of Paper	**Organisational Development**
Credits	**2**
From the Academic Year	**2025-26**

SEC (HR)
Syllabus
B. Com. (Management Studies)
(Sem.- IV)

Title of Paper: Organisational Development

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	Organizational Development (OD) is a strategic field that helps organizations manage change, enhance effectiveness, and align strategies with business objectives. In today's rapidly evolving business landscape, OD plays a vital role in corporate restructuring, leadership development, change management, and employee engagement. With growing industry demand for agility and innovation, OD professionals are highly sought after in consulting, HR, and corporate strategy roles. This field also complements disciplines like HR management and business strategy, offering career opportunities as OD consultants, HR specialists, and change management professionals.
2	**Vertical :**	SEC
3	**Type :**	Theory
4	**Credit**:	2 credits
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives:** 1. To describe principles and theories that form the foundation of organizational development. 2. To lead and manage organizational change processes, ensuring the alignment of strategy, structure and culture. 3. To apply the OD techniques to improve organizational effectiveness and employee engagement and design customized OD interventions. 4. To evaluate the results of OD initiatives and recommend adjustments to ensure continuous improvement and create and implement strategies	

8	**Course Outcomes:** 1. Sensitizing the learners about how organizations can be made more effective and dynamic through improving its human resource. 2. Developing basic behavioral science skills of the students as future practitioners of OD. 3. Leaner will be Understand and apply basic concepts and processes that form the core of organization development.
9	**Modules**:-
	Module 1: Introduction to Organizational Development & Organisational Diagnosis
	1. **Organisational Development:** Meaning, Features, Evolution, Components, Objectives, Principles, Process, OD-HRD Interface. 2. **Participation** of Top Management in OD-OD Assumptions, Values of OD, System Theories of OD 3. **Organisational Diagnosis**: Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis. 4. **Power and Control** Issues in Organisations -Power, The Concept of Organisational Politics, The Political Subsystem, Implication of Power and Politics for the Practice of OD, Ethics in OD
	Module 2: **OD Interventions & Team Building**
	1. **OD Interventions**: Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions. Types of Interventions 2. **Techniques** of OD Intervention: Traditional and Modern, Evaluation of OD Interventions: Process, Types, Methods. 3. **Team Building**, Concept, Team Interventions, concept - Broad Team Building Interventions - Varieties of Team Building Interventions in a Formal Group, A Gestalt Approach to Team Building, Personal Interventions Interpersonal and Group Process 4. **Strategic Management Activities**, Grid Organisation Development - Process of Grid Organisation Development, Evaluation of Grid Organisation Development, Trans-organizational Development.
10	**Reference Books:** 1. Vriens, D., & Achterberg, J. (2019). *Organizational Development*. Routledge 2. Aubrey, B. (2015). *The Measure of Man: Leading Human Development*. McGraw-Hill Education. 3. Cummings, T. G., & Worley, C. G. (2014). *Organization Development and Change* (10th ed.). Cengage Learning. 4. Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.

	5. Wendell L French, Cecil h Bell. Jr., Veena Vohra, 2006 Organizational Development – Prentice Hall of India Ltd., New Delhi 6. Bradford, D. L., & Burke, W. W. (2005). *Reinventing Organization Development: New Approaches to Change in Organizations*. Pfeiffer. 7. Weisbord, M. R. (2004)**.** *Productive workplaces: Dignity, meaning, and community in the 21st century*. Jossey-Bass. 8. French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science Interventions for Organization Improvement, Revised 6th Ed., Pearson. 9. Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organizational change, Goodyear, California. 10. Harvey, D.F. and Brown, D.R., An experimental approach to Organization Development, 7th Ed. Prentice-Hall, Englewood Cliffs, N.J	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Paper Pattern 2 Credits (Total 50 Marks)

Internal = 20 Marks
External = 30 Marks

Internal Paper Pattern (20 Marks)

1.Project Presentation **OR** Case Study writing	05 Marks
2. Quiz **OR** Group discussion	05 Marks
3. Class Test (Mandatory) with objectives	10 Marks
Total	20Marks

External Paper Pattern (30 Marks)

Write any **TWO** questions from the following

Q1. Answer the following	15 marks
A	
B	
Q2. Answer the following	15 Marks
A	
B	
Q3. Answer the following	15 Marks
A	
B	

Sd/-	**Sd/-**	**Sd/-**	**Sd/-**
Sign of the BOS Chairman Dr. Kanchan Fulmali Board of Studies in BMS	**Sign of the Offg. Associate Dean Prin. Kishori Bhagat Faculty of Commerce & Management**	**Sign of the Offg. Associate Dean Prof. Kavita Laghate Faculty of Commerce & Management**	**Sign of the Offg. Dean Prin. Ravindra Bambardekar Faculty of Commerce & Management**