AC – 27/12/2023
Item No. – 7.1 (N)

As Per NEP 2020

University of Mumbai

Title of the program

A- U.G. Certificate in Commerce
B- U.G. Diploma in Commerce
C- B.Com.
D- B.Com. (Hons.)
E- B.Com. (Hons. with Research)

Syllabus for

Semester – Sem I & 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 Commerce**
	O:_____B	**B**	**U.G. Diploma in Commerce**
	O:_____C	**C**	**B.Com**
	O:_____D	**D**	**B.Com. (Hons.)**
	O:_____E	**E**	**B.Com. (Hons. with Research)**
2	**Eligibility** **O:_____A**	**A**	12th **OR** Passed Equivalent Academic Level 4.0
	O:_____B	**B**	Under Graduate Certificate in Commerce **OR** Passed Equivalent Academic Level 4.5
	O:_____C	**C**	Under Graduate Diploma in Commerce **OR** Passed Equivalent Academic Level 5.0
	O:_____D	**D**	Bachelors of Commerce with minimum CGPA of 7.5 **OR** Passed Equivalent Academic Level5.5
	O:_____E	**E**	Bachelors of Commerce with minimum CGPA of 7.5 **OR** Passed Equivalent Academic Level5.5
3	**Duration of program** **R: _____**	**A**	One Year
		B	Two Years
		C	Three Years
		D	Four Years
		E	Four Years
4	**Intake Capacity** **R: _____**	**120**	

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	**Sem. I & II Credit Structure** **R:_____A** **R:_____B**	Attached herewith	
	Sem. III & IV Credit Structure **R:_____C** **R:_____D**		
	Sem. V & VI Credit Structure **R:_____E** **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 Chairperson **Prof. Dr. Kishori Bhagat** **BOS in Commerce**	**Sign of the Offg. Associate Dean** **Dr. Ravikant Balkrishna Sangurde** **Faculty of Commerce & Management**	**Sign of the Offg. Associate Dean** **Prof. Dr. Kishori Bhagat** **Faculty of Commerce & Management**	**Sign of the Offg. Dean** **Prof. Kavita Laghate** **Faculty of Commerce & Management**

Preamble

1) Introduction

The Bachelor of Commerce (B.Com) program is designed at the heart of a dynamic and personalized educational journey of the students. The program is meticulously crafted curriculum goes beyond traditional academic boundaries, offering an array of specialized courses designed to empower each student with a diverse skill set and a competitive edge in the modern business landscape. In addition to the fundamentals subject that provide a comprehensive understanding of business, finance, accounting, management, marketing, and entrepreneurship, the program places a strong emphasis on growth and success of the students. Students will have the opportunity to tailor education to their aspirations and interests, with a range of vocational skill courses including Fundamentals of Startups, Business Etiquettes, Corporate Grooming, Negotiation Skills, Mall Management, Tourism Management, Business Leadership Skills, Sensory Marketing, Inventory Management, Quality Management, Social Media Marketing, Family Business Management, Finance for Non finance executives, Principles of investment, Human Resource Associate, Personnel Management and Basics of Healthy Work Environment. The NEP (2020) recognizes that each student is unique, and hence the Program aims to provide students not only with a solid academic foundation but also a plethora of practical, real-world skills to ensure their success in a rapidly evolving business world. The journey through the B.Com program now shall be more than just earning a degree; it shall unlock full potential of the students and prepare them for a rewarding and fulfilling career tailored to their individual passions and aspirations.

2) Aims and Objectives: -

Aim:

The program aims to provide students with a personalized and diverse educational experience, encompassing a wide range of specialized fields while aiming to equip them with practical skills and knowledge in commerce to excel in their unique career aspirations, fostering individual growth and success.

Objectives:

- To tailor education to individual needs and fostering a diverse skill set for success.
- To provide students with a well-rounded understanding of commerce, encompassing a wide range of specializedareas.
- To bridge the gap between academic knowledge and real-world applications with practical skills and knowledge.
- To equip students for diverse and rewarding career opportunities with VSC's.
- To Nurture personal and professional growth through a student-centric approach.
- To prepare students for a wide array of career opportunities while fostering their individual growth, ethicalawareness, and ability to excel in the ever-evolving world of commerce.

3) Learning Outcomes

1. The Graduates will demonstrate a profound understanding of essential commerce subjects, enabling them to apply theirknowledge effectively in real-world situations.

2. The Students will acquire practical skills in specialized areas, empowering them to implement strategies and solvecomplex problems in fields like Startups, Marketing, and Quality Management.

3. The learner will develop strong critical thinking skills and ethical decision-making abilities, essential for navigating the business world with integrity and foresight.

4. The program will instill a global perspective, preparing students to understand and engage in the international business environment.

5. The Program will enhance communication skills, enabling students to convey ideas and concepts clearly and professionally.

6. The Graduates will gain leadership and management skills, positioning them for leadership roles in various business and organizational settings.

7. The program will equip students with the knowledge and skills necessary for diverse career opportunities, fostering theirpreparedness for roles in entrepreneurship, marketing, finance, and the service sector.

8. The students will develop the ability to adapt to evolving business dynamics and industry trends, ensuring theircontinued relevance in the competitive job market.

9. The program will cultivate research and analytical skills, enabling graduates to gather and interpret data for informed decision-making.

10. The learners will adopt a customer-centric mindset, critical for success in fields such as Sensory Marketing and Social Media Marketing.

11. Graduates will be proficient in applying Quality Management principles to enhance business processes and product quality, contributing to operational efficiency and customer satisfaction.

12. The program allows students to specialize in specific fields like Mall Management or Tourism Management, positioning them for unique and fulfilling career paths.

13. Students will be well-versed in ethical business practices and corporate social responsibility, aligning with contemporary values in the business world.

4) Any other point (if any)

_____

_____

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

Under Graduate Certificate in Commerce

Credit Structure (Sem. I & II)

	R:_____A									
	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	(2+2+2) **Commerce-I** (Introduction To Business) (2) Balance (02+02) Credits from Accountancy / Business Economics / Business Management			2+2	**VSC :** Fundamentals of Start Ups (2) OR Business Etiquettes & Corporate Grooming (2) **SEC :** Negotiation Skills (2)	**AEC: 2** **VEC: 2** **IKS:2**	**CC :2** CC 1	22	UG Certificate 44
	R:_____B									
	II	(2+2+2) **Commerce-II** (Introduction to Service Sector) (2) Balance (02+02) Credits from Accountancy / Business Economics / Business Management		2	2+2	**VSC**: Mall Management (2) OR Tourism Management (2) **SEC** Business Leadership Skills (2)	**AEC: 2** **VEC: 2** **IKS:2**	**CC :2** CC 2	22	
	Cum Cr.	**12**	**-**	**2**	**8**	**8**	**10**	**4**	**44**	

Exit Option :- Award of UG Certificate in Major with 44 credits and an additional 4 credits core NSQF course/Internship OR Continue with Major and Minor

Under Graduate Diploma in Commerce

Credit Structure (Sem. III & IV)

	R:_____C									
	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	(4+4) **Commerce-III** (Production and Quality Management) (4) **Commerce-IV** (Advertising I/ CSP-I) (4)		4	2	VSC Six Sigma and ISO (2) OR Inventory Management (2) OR Logistic Management (2)	**AEC:2**	CC 2 FP 2	22	UG Diploma 88
	R:_____D									
	IV	(4+4) **Commerce-V** (Introduction to Finance) (4) **Commerce-VI** (Advertising II/ CSP-II) (4)		4	2	**SEC:** Family Business Management (2) OR Finance for Non Finance Executives (2) OR Principles of Investment (2)	**AEC:2**	CC 2 CEP 2	22	
	Cum Cr.	**28**		**10**	**12**	**12**	**14**	**12**	**88**	
Exit Option :- Award of UG Diploma in Major with 88 credits and an additional 4 credits core NSQF course/Internship OR Continue with Major and Minor										

B.Com.

Credit Structure (Sem. V & VI)

	R:_____E									
	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	(4+4+2) **Commerce-VII** Introduction to Marketing) (4) **Commerce-VIII** Marketing Research (4) **Commerce-IX** (Fundamentals of Event Management) (2)	4 Export Marketing -I Marketing Research-I	4		Integrated Marketing Communication (2) OR Sensory Marketing (2) Social Media Marketing (2)		**FP 2/ CEP:2**	22	UG Degree 132
	R:_____F									
	VI	(4+4+2) **Commerce-X** HRM (4) **Commerce-XI** Knowledge Management (4) **Commerce-XII** (Fundamentals of HR Analytics) (2)	4 Export Marketing -II Marketing Research-II	4				OJT:4	22	
	Cum Cr.	**48**	**8**	**18**	**12**	**14**	**14**	**18**	**132**	

Exit Option :- Award of UG Degree in Major with 120-132 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]

SEMESTER-I

MAJOR MANDATORY
INTRODUCTION TO BUSINESS

PROGRAM	**B.COM**
SEMESTER	**I**
COURSE TITLE	**INTRODUCTION TO BUSINESS**
VERTICLE /CATEGORY	**A/MAJOR MANDATORY (CORE)**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

COURSE OBJECTIVE
This course provides an overview of the business, understanding and significance of the Business Environment, Project Planning and Business Strategy.
COURSE OUTCOMES
CO1: Learners will recognize the fundamental components of the business
CO2: Learners will be able to apply theoretical knowledge to real world scenarios within the Business Environment.
CO3: Learners would understand the concept and importance of project planning and would get hands on through case studies
CO4: To create comprehensive understanding among the learners about Business Strategies

ORGANISATION OF THE COURSE

UNIT NO	COURSE UNITS AT A GLANCE	TOTAL HOURS
1	Business and Business Environment	15
2	Project Planning and Business Strategies	15
	TOTAL HOURS	30

COURSE DESIGN
COURSE UNIT TITLE 1: BUSINESS and BUSINESS ENVIRONMENT (15)
a. Business Introduction - Traditional and Modern Concept of business.:, Functions, Scope and Significance of business. Objectives of Business: Steps in setting business objectives, b. Business Environment Concept and Importance of business environment, Constituents of Business Environment, Educational Environment and its impact, International Environment – Current Trends in theWorld, Climate change and its impact
PEDAGOGICAL APPROACH: Lecture Method, Case study and Assignments
COURSE UNIT TITLE 2 PROJECT PLANNING and BUSINESS STRATEGIES: (15)
a. Project Planning Introduction: Business Planning Process; Concept and importance of Project Planning; ProjectReport; feasibility Study types and its importance Business Unit Promotion: Concept and Stages of Business Unit Promotion, Location – Factors determining location, and Role of Government in Promotion. Statutory Requirements in Promoting Business Unit. b. Business Strategy Introduction :- Concept of Business strategy, New Trends in Business strategy: Impact of Liberalization, Privatization and Globalization, Strategy alternatives in the changing scenario, Restructuring and turnaround strategies
PEDAGOGICAL APPROACH: Lecture Method, Assignments and Case Studies

REFERENCES:-

- Business Organisation Management Maheshwari, Rajendra P, Mahajan, J.P. International Book House
- Business Organisation, Maheshwari, Rajendra P, Mahajan, J.P., International Book House
- Introduction to Commerce, Vikram, Amit, Atlantic Pub
- A Course Book on Business Environment, Cherunilam, Francis, Himalaya Pub
- Business Environment, Cherunilam,Francis, Himalaya Pub
- Essentials of Business Environment, Aswathappa K., Himalaya Pub
- Essentials of Business Environment, Aswathappa, Himalaya Pub
- Strategic Management, Kapoor, Veekkas, Taxmann

Total 50 Marks: with 2 Credits
30 Marks External and 20 Marks Internal

30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following (15 Marks)
a.
b.

Q. 2 Answer the following (15 Marks)
a.
b.

Q. 3 Answer the following (15 Marks)
a.
b.

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20 Marks Internal

Any 4 out of 6

1) Class Test (05 Marks)
2) Assignment (05 Marks)
3) Presentation (05 Marks)
4) Group Discussion (05 Marks)
5) Quiz (05 Marks)
6) Case Study (05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.
2) The internal Assessment shall be conducted throughout the Semester.

VSC Semester 1
Fundamentals of Start Up

PROGRAM	**B.COM**
SEMESTER	**I**
COURSE TITLE	**Fundamentals of Start up**
VERTICLE /CATEGORY	**VSC 1**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

COURSE DESCRIPTION
The course Fundamentals of Start up introduce the fundamentals of startup in India, funding strategies & motivation to start own business.
COURSE OBJECTIVE
To understand new venture creation opportunities, its resources, and requirements for Enterprise Start-up.
COURSE OUTCOME
Course Outcomes: On successful completion of this course, the students will be able:
CO1: Develop a start-up Enterprise with Big Idea Generation.
CO2: Analyze start-up capital requirement by analyzing legal factors.
CO3: Interpret feasibility Analysis towards funding issues.
CO4: Access growth stages in new venture and reasons for scaling ventures.
CO5: Evaluate financial stability and decide on expansion possibilities

ORGANISATION OF THE COURSE

UNIT NO	COURSE UNITS AT A GLANCE	TOTAL HOURS
1	Start-up Opportunities	15
2	Start-up Capital Requirements and Legal Environment	15
	TOTAL HOURS	30

COURSE DESIGN
Semester I Title: Fundamentals of Start-ups
Module 1: Start-up Opportunities (15)
• The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- VentureChoices - The Rise of the start-up Economy • The Six Forces of Change- The Start-up Equation, The Entrepreneurial Ecosystem: Entrepreneurship in India, Government Initiatives.
PEDAGOGICAL APPROACH: Lecture Method, Case study and Assignments
Module 2: Start-up Capital Requirements and Legal Environment (15)
• Identifying Startup Capital Resource requirements, Constructing a Process Map, Approval for New Ventures • Funding Strategies with Bootstrapping, Crowd Funding, Preparation of Startup Project Report.
PEDAGOGICAL APPROACH: Lecture Method, Case study and Hands on project report
REFERENCES:- • Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016. Page 6 of6 Anjan Raichaudhuri, • Managing New Ventures Concepts and Cases, Prentice Hall International, 2010. • S. R. Bhowmik, M. Bhowmik, Entrepreneurship, New Age International, 2007. • Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016. • Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge,2017. • Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

Total 50 Marks: with 2 Credits
30 Marks External and 20 Marks Internal

30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following (15 Marks)
a.
b.

Q. 2 Answer the following (15 Marks)
a.
b.

Q. 3 Answer the following (15 Marks)
a.
b.

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20 Marks Internal

Any 4 out of 6

3) Class Test (05 Marks)
2) Assignment (05 Marks)
3) Presentation (05 Marks)
4) Group Discussion (05 Marks)
5) Quiz (05 Marks)
6) Case Study (05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.
4) The internal Assessment shall be conducted throughout the Semester.

VSC Semester 1

Business Etiquettes and Corporate Grooming

PROGRAM	**B.COM**
SEMESTER	**I**
COURSE TITLE	**Business Etiquette and Corporate Grooming**
VERTICLE /CATEGORY	**VSC 1**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

COURSE DESCRIPTION
The course in business etiquette and corporate grooming introduces concepts related to business etiquette and corporate grooming and its applications in the contemporary context.
COURSE OBJECTIVES
At the end of the course, students will be able to 1. Identify basic concepts related to business etiquette and corporate grooming. 2. Discuss the concepts in the context of effective writing and business correspondence. 3. Discuss its applications in different settings and appreciate the key minimum standards required by etiquette practice Level of Knowledge: Conceptual and application
COURSE OUTCOME
CO1: Enable the learners to understand the etiquette required in business
CO2: Help the learners know the concept of corporate grooming
CO 3: Enable the learners to understand the application of business etiquette and corporate grooming

ORGANISATION OF THE COURSE		
UNIT NO	COURSE UNITS AT A GLANCE	TOTAL HOURS
1	Business Etiquettes	15
2	Corporate Grooming	15
	TOTAL HOURS	30

COURSE DESIGN
Unit 1 –Business Etiquettes – (15)
• Business Etiquettes- Concept, Principles, Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism Minimum standards required by etiquette practice. • Workplace Etiquette, E-Mail Etiquette, Telephone Etiquette Dining Etiquette, Meeting Etiquette and Presentation Etiquettes.
PEDAGOGICAL APPROACH: Lecture Method, Role Play and Assignments
Unit 2 – Corporate Grooming (15)
• Corporate Grooming - Concept, Hygiene and Grooming Guide - Posture and Gesture – Yes's and NO's of Grooming, Appearance and Attire, Clothes Encounters - Gauge in brain (Formal vs informal), Connecting and Building Rapport - Listening Skills, Conversational Skills, Body Language. • Emotional intelligence: Importance, concept, theory and measurements. Stress Management: Strategies for preventing and relieving stress. Time management: Meaning; Techniques and styles.
PEDAGOGICAL APPROACH: Lecture Method, Case study and Role Play
REFERENCES:- • Lillian H. Chaney, Jeanette S. Martin. The Essential Guide to Business Etiquette • Sarvesh Gulati (2012), Corporate Grooming and Etiquette, Rupa Publications India Pvt. Ltd. • Thomas Means (2009), Business Communication. • Nancy R. Mitchell Etiquette Rules Wellfeet Press 2017 A filed guide to modern manners

Total 50 Marks: with 2 Credits
30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following (15 Marks)
a.
b.

Q. 2 Answer the following (15 Marks)
a.
b.

Q. 3 Answer the following (15 Marks)
a.
b.

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20 Marks Internal

1) Class Test (05 Marks)
2) Assignment (05 Marks)
3) Presentation (05 Marks)
4) Group Discussion (05 Marks)
5) Quiz (05 Marks)
6) Case Study (05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.

2) The internal Assessment shall be conducted throughout the Semester.

SEC Semester 1
Negotiation Skills

PROGRAM	**B.COM**
SEMESTER	**I**
COURSE TITLE	**Negotiation Skills**
VERTICLE /CATEGORY	**VSC 1**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

COURSE DESCRIPTION
The course in negotiation skills will help the learners to have a better understanding of negotiation, negotiation skills, negotiation style & competencies in communication
COURSE OBJECTIVES
1. To understand the basics of negotiation skills & perspectives of negotiation 2. To know the ability of bargain 3. To discuss the different types of competencies in communication
COURSE OUTCOME
CO 1: Execute proven tactics for negotiation
CO 2: Refine personal negotiation style
CO 3: Improve ability to bargain successfully and ethically in any situation
CO 4: Build positive, productive relationship with all parties
CO 5: Applying appropriate communication skills across settings, purposes, and audiences.
CO 6: Displaying competence in oral, written, and visual communication.

ORGANISATION OF THE COURSE

UNIT NO	COURSE UNITS AT A GLANCE	TOTALHOURS
1	Negotiation and Types of Negotiations	15
2	Negotiation Skills	15
	TOTAL HOURS	30

COURSE DESIGN

Unit 1 Negotiation and Types of Negotiations (15)

- Negotiation – Concept, Key Negotiation Concepts, Perception and Cognition in Negotiation, Negotiation Process, Conflict and Negotiation Strategy
- Types - Distributive Negotiation; Integrative Negotiation; Multiple Phases and Multiple Parties, Preparation for a deal; Table tactics; Frequently asked tactical questions; Barriers to Agreement; Mental Errors in reaching an agreement.

PEDAGOGICAL APPROACH: Lecture Method, Case study and Assignments

Unit 2: Negotiation Skills (15)

- Negotiation Skills - Negotiating as an organizational capability; skills of an effective negotiator, Negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.
- Developing power, decision trees, psychological tools. Practical practice of negotiation

PEDAGOGICAL APPROACH: Lecture Method, Case study and Role Play

REFERENCES:-

1. Michael A. Wheeler. (2003). Negotiation. Harvard Business Essential Series
2. David S. Hames. (2012). Negotiation: Closing Deals, Settling Disputes and Making Team Decisions. Sage Publications
3. C.S Rayudu, "Communication" Himalaya Publishing House, 2012
4. Myer & Myer, Communication Mcgraw Hill, 2007
5. Rai & Rai, Business Communication – Himalaya Publishing House , 2011
6. Harvard Business Essentials Guide to Negotiation2 Michael Wheeler. Harvard Business School Press Paperback: 208 pages, Harvard Business Press (July 1, 2003). ISBN-10: 1591391113 ISBN-13: 978-1591391111
7. Lewicki, R., Barry, B., Saunders, D.M. (2024). Negotiation (9th Ed.). McGraw Hill Education
8. Carrell, M. R., Heavrin, C. (2008). Negotiating Essentials: Theory, Skills and Practices(1st ed.). Pearson

Recommended Reading

1. David Campbell. (2015). Guerrilla Business Negotiation Techniques
2. Jack Welch and Suzy Welch. (2009). Winning: The Ultimate Business How-to-Book.Harper Collins
3. P. D. Chaturvedi, Mukesh Chaturvedi , Business Communication- Skills, Concepts and Appplications, Pears on Publications, 2013.

30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following (15 Marks)
a.
b.

Q. 2 Answer the following (15 Marks)
a.
b.

Q. 3 Answer the following (15 Marks)
a.
b.

20 Marks Internal

1) Class Test (05 Marks)
2) Assignment (05 Marks)
3) Presentation (05 Marks)
4) Group Discussion (05 Marks)
5) Quiz (05 Marks)
6) Case Study (05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.
2) The internal Assessment shall be conducted throughout the Semester.

SEMESTER-II

MAJOR MANDATORY
INTRODUCTION TO SERVICE SECTOR

PROGRAM	**B.COM**
SEMESTER	**II**
COURSE TITLE	**INTRODUCTION TO SERIVCE SECTOR**
VERTICLE /CATEGORY	**A/MAJOR MANDATORY (CORE)**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

ORGANISATION OF THE COURSE		
UNIT NO	COURSE UNITS AT A GLANCE	TOTAL HOURS
1	Concept of Services and Recent Trends in Service Sector	15
2	Retailing and E-Commerce	15
	TOTAL HOURS	30

COURSE DESIGN

Unit 1: Concept of Services and Recent Trends in Service Sector

- **Services**

  Introduction: Meaning, Characteristics, Scope and Classification of Services – Importance of service sector in the Indian context. Services Mix, - Product, Place,Price, Promotion, Process of Services delivery, Physical evidence and people. Opportunities and challenges in service sector.

- **Recent trends in service sector**

  ITES Sector: Concept and scope of BPO, KPO, LPO and ERP. **Banking and Insurance**-FDI and its impact on Banking and Insurance Sector in India, **Logistics:** Net working – Importance – Challenges

PEDAGOGICAL APPROACH : Lecture, Case Study and Assignment

Unit 2: Retailing and E-Commerce

- **Retailing**

  Introduction: Concept of organized and unorganized retailing , Trends in retailing, **Retail Format:** Store format, Non – Store format, Store Planning, design and layout **Retail Scenario:** Retail Scenario in India and Global context – Prospects and Challenges in India.

- **E-Commerce**

  Introduction: Meaning, Features, Functions and Scope of E-Commerce-Importance and Limitations of E-Commerce. **Types of E-Commerce:** Basic ideas and Major activities of B2C,B2B, C2C. **Present status of E-Commerce in India:** Transition to E-Commerce in India,E- Transition Challenges for Indian Corporates.

PEDAGOGICAL APPROACH:- Visit, Case Study Lecture

REFERENCES:-

- Business Organisation Management Maheshwari, Rajendra P ,Mahajan, J.P.,International Book House
- Business Organisation, Maheshwari, Rajendra P, Mahajan, J.P., International Book House
- Introduction To Commerce, Vikram, Amit, Atlantic Pub
- A Course Book On Business Environment, Cherunilam,Francis, Himalaya Pub
- Business Environment, Cherunilam,Francis, Himalaya Pub
- Essentials Of Business Environment, Aswathappa,K., Himalaya Pub
- Essentials Of Business Environment, Aswathappa, Himalaya Pub
- Strategic Management, Kapoor, Veekkas, Taxmann
- Strategic Management, David,Fred R., Phi Leraning
- Strategic Management, Bhutani, Kapil, Mark Pub.
- Strategic Management, Bhutani, Kapil, Mark Pub.
- Entrepreneurship, Hisrich, Robert D, Mc Graw Hill
- Entrepreneurship Development, Sharma, K.C., Reegal Book Depot
- Service Marketing, Temani, V.K., Prism Pub • Service Marketing, Temani, V.K., Prism Pub
- Management Of Service Sector, Bhatia, B S, V P Pub

Total 50 Marks:30 Marks External and 20 Marks Internal
For Major Subject: 30 Marks with 2 Credits/ For Minor Subject with 2 Credits

30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following (15 Marks)
a.
b.

Q. 2 Answer the following (15 Marks)
a.
b.

Q. 3 Answer the following (15 Marks)
a.
b.

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20 Marks Internal

1) Class Test (05 Marks)
2) Assignment (05 Marks)
3) Presentation (05 Marks)
4) Group Discussion (05 Marks)
5) Quiz (05 Marks)
6) Case Study (05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.
2) The internal Assessment shall be conducted throughout the Semester.

VSC 2:
Mall Management

PROGRAM	**B.COM**
SEMESTER	**II**
COURSE TITLE	**Mall Management**
VERTICLE /CATEGORY	**VSC 2**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

COURSE DESCRIPTION
The course in mall management will help the learners to concepts of shopping malls, Mall administration and Facilities & Maintenance Management malls.
COURSE OBJECTIVES
1. The course content provides a detailed outline of Malls and its design and retail components. 2. Special emphasis is given to the practical aspects. The objective of the course is to impart skills necessary for taking up positions in Mall administration
COURSE OUTCOME
CO1 : Describe the concepts of Shopping Malls and its pre developmentprocess.
CO2: Identify types of commercial Lease and its Tenant Mix.
CO3: Carrying out the practical aspects of Facilities & Maintenance Management of Malls.
CO4: Focus on Marketing Planning and Entertainment in Shopping Malls.
CO5: Understand the Regulatory Framework & Macro Economic View of shopping Malls

ORGANISATION OF THE COURSE		
UNIT NO	COURSE UNITS AT A GLANCE	TOTAL HOURS
1	Concept of Mall & Mall Architecture	15
2	Handling a Mall project & Components of Mall Management	15
	TOTAL HOURS	30

COURSE DESIGN

Module I: Concept of Mall & Mall Architecture (15)

- Definition, Types and Genesis of malls, growth of malls globally, Diffusion of the conceptto India, growth of malls in India, future trends and projections, advantages of mall over other retail formats, comparison of Malls in USA and India.
- A description of the various components of mall architecture and their significance like Facade, Atrium, Parking, circulation path and utilities

PEDAGOGICAL APPROACH:- Visit, Case Study Lecture assignment

Module II: Handling a Mall project & Components of Mall Management (15)

- Choosing the macro and micro locations, identifying the catchments, Concept and Tenant-Mix Planning, Deciding Tenant-mix and anchor tenant(s), concept planning and retail zoning, a comment on suitability of popular retail formats as anchor tenants like Hyper markets, Department Stores, Multiplexes and Eating joints.
- Lease Management, Marketing and Space Selling, Facilities & Utilities management, Security & Information Systems, Mall promotion&Events management.

PEDAGOGICAL APPROACH:- Visit, Case Study Lecture

REFERENCES:-

- Harvinder Singh, Srini R Srinivasan (2012), Mall Management: Operating in IndianRetail Space, Tata McGraw Hill Education Pvt. Ltd
- Levy & Weitz (2011), Retailing Management (5th ed), Tata McGraw Hill
- Burman & Evans(2011), Retail Management-A strategic Approach (8th ed), (Pearson Education)
- Paco Underhill (2007), Simon & Schuster ,Call of the Mall

Total 50 Marks:30 Marks External and 20 Marks Internal
For Major Subject: 30 Marks with 2 Credits/ For Minor Subject with 2 Credits

30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following a. b.	(15 Marks)
Q. 2 Answer the following a. b.	(15 Marks)
Q. 3 Answer the following a. b.	(15 Marks)

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20 Marks Internal

3) Class Test	(05 Marks)
2) Assignment	(05 Marks)
3) Presentation	(05 Marks)
4) Group Discussion	(05 Marks)
5) Quiz	(05 Marks)
6) Case Study	(05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.
4) The internal Assessment shall be conducted throughout the Semester.

VSC Semester II

PROGRAM	**B.COM**
SEMESTER	**II**
COURSE TITLE	**Tourism Management**
VERTICLE /CATEGORY	**VSC 2**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

COURSE DESCRIPTION
The course focus on making the students understand the concept of tourism management & importance of tourism management
COURSE OBJECTIVE
The course aims at making the students aware about the different basicconcepts of travel and tourism.
COURSE OUTCOME
Imparting basic knowledge about tourism and its types

ORGANISATION OF THE COURSE		
UNIT NO	COURSE UNITS AT A GLANCE	TOTALHOURS
1	Tourism Overview	15
2	Types and Forms of Tourism	15
	TOTAL HOURS	30

COURSE DESIGN

Module – I: Tourism Overview (15)

- Definition and Historical Development of Tourism, its Structure, Components and Elements. Nature, Characteristics and Significance of Tourism Industry
- Approaches to the Study of Tourism. Definition and Distinction between Travellers, Visitors, Excursionist, Tourist and Transit visitor. Travel Motivators and Deterrents.

PEDAGOGICAL APPROACH:- Visit, Case Study Lecture

Module–II: Types and Forms of Tourism (15)

- Inter–regional and Intra–regional Tourism, Inbound and Outbound Tourism, Domestic, International Tourism. Forms of Tourism: Religious, Historical, Social, Adventure, Health, Business, Conferences, Conventions, Incentives, Sports and Adventure, Senior Tourism
- Special Interest tourism like Culture or Nature Oriented, Ethnic, Concept of Sustainable Tourism and importance

PEDAGOGICAL APPROACH:- Visit, Case Study Lecture

REFERENCES:-

- *Mill and Morrison*, The Tourism System: An Introductory Text. Prentice Hall.
- *Mill, R.C.*, Tourism: The International Business. Prentice Hall, New Jersey.
- *Jayapalan. N.*, An Introduction to Tourism. Atlantic Publishers.
- *Mill R.C.*, Tourism, the International Business, Prentice Hall. New Jersey.
- *Swarbrooke, J.* Sustainable Tourism Management. CABI Publishers
- *Bhatia, A K.*, The Business of Tourism – Concepts and Strategies.Sterling Publishers Private Limited
- *Gupta, V. K.*, Tourism in India. Neha Publishers and Distributor*Aggarwal, A.* Travel and Tourism in India. Sublime Publishers

Total 50 Marks:30 Marks External and 20 Marks Internal
For Major Subject: 30 Marks with 2 Credits/ For Minor Subject with 2 Credits

30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following (15 Marks)
a.
b.

Q. 2 Answer the following (15 Marks)
a.
b.

Q. 3 Answer the following (15 Marks)
a.
b.

---

20 Marks Internal

1) Class Test (05 Marks)
2) Assignment (05 Marks)
3) Presentation (05 Marks)
4) Group Discussion (05 Marks)
5) Quiz (05 Marks)
6) Case Study (05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.
2) The internal Assessment shall be conducted throughout the Semester.

PROGRAM	**B.COM**
SEMESTER	**II**
COURSE TITLE	**Business Leadership Skills**
VERTICLE /CATEGORY	**SEC 2**
COURSE LEVEL	**4.5**
COURSE CODE	
COURSE CREDIT	**2**
HOURS PER WEEK THEORY	**2**
HOURS PER WEEK PRACTICAL/TUTORIAL	NA

COURSE DESCRIPTION
This course focuses on leadership development in the corporate world. The topics include development of leadership skills at personal level and team level, coaching employees to improve performance, organizational leadership, ethics involved, performance management and new recruit management
COURSE OBJECTIVES
Enable the learners to 1. Distinguish between appropriate and inappropriate governance structures within an organization. 2. Distinguish between appropriate and inappropriate internal control systems, including system design, controls over data, transaction flow, wireless technology, and internet transmissions. 3. Improve communication skills 4. Be result oriented and focus on vision Level of Knowledge: Conceptual and Basic
COURSE OUTCOME
CO 1: To Develop interpersonal skills, professionalism, leadership and values
CO 2: To understand accountability, effectively resolve conflicts, teamwork
CO 3: To Develop human resource management skills
CO 4: To Develop External Awareness, be adaptable
CO 5: To Obtain and document information about an organization's strategic planning processes to identify key components of the business strategy and market risks.

ORGANISATION OF THE COURSE

UNIT NO	COURSE UNITS AT A GLANCE	TOTALHOURS
1	Personal Leadership	15
2	Team Leadership	15
	TOTAL HOURS	30

COURSE DESIGN

Module 1 Personal Leadership (15)

- Personal Leadership - Concept and importance, Interpersonal skills (build trust, credibility and respect); Professionalism (project an image of integrity and maturity); Business professionalism (categories of important business relationships, attitude at business meetings, luncheons, dinners)
- Leadership styles; Focus and Discipline (Organizing and prioritizing skills, multitasking,); Global travel and culture; Network through community service; Network to build business connections and personal brand, promote organization; Time Management

PEDAGOGICAL APPROACH:- Role Play, Case Study, Lecture

Module 2 Team Leadership (15)

- Team Leadership – concept and importance, Tangible and intangible costs of employee turnover; Communications to lead (listening effectively, avoiding biases, speaking persuasively); Conflict management (between peers, associates & subordinates); Delegation (Identify candidates for delegation and collaboration); Lead effective meetings (skills essential for building cooperation and positive results in meetings); Leadership Communications;
- Leadership styles and tendencies; Leading strong teams (analyze and capitalize team strengths, working with diverse styles, creation of competitive spirit, motivation); Sharing the glory (focus on team achievements); VisionaryLeadership

PEDAGOGICAL APPROACH:- Role Play, Case Study, Lecture

REFERENCES:-

1. Andrew J. Du Brin. (2016). Leadership: Research Findings, Practice and Skills. Cengage Learning, 2. Marshall Goldsmith & Mark Reiter. (2007).
2. What got you here, Won't get you there. Hachette Books Recommended Reading 1.Robert J. Anderson and William A. Adams. (2015).
3. Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results. Wiley
4. Robert N. Lussier and Chirstopher F.Achua. (2016). Leadership: Theory, Applicationand Skill development. Cengage Learning
5. D. Sivanandhan Radhakrishnan Pillai. (2014). Chanakya's 7 Secrets of Leadership.Jaico Publishing House

Total 50 Marks:30 Marks External and 20 Marks Internal
For Major Subject: 30 Marks with 2 Credits/ For Minor Subject with 2 Credits

30 Marks External

DURATION: 1 Hour MARKS: 30

Any 2 out of 3

Q. 1 Answer the following (15 Marks)
a.
b.

Q. 2 Answer the following (15 Marks)
a.
b.

Q. 3 Answer the following (15 Marks)
a.
b.

20 Marks Internal

3) Class Test (05 Marks)
2) Assignment (05 Marks)
3) Presentation (05 Marks)
4) Group Discussion (05 Marks)
5) Quiz (05 Marks)
6) Case Study (05 Marks)

Note: 1) Any Four out of the above can be taken for the internal Assessment.
2) The internal Assessment shall be conducted throughout the Semester.

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

Appendix B

Justification for B.Com.

1.	Necessity for starting the course:	**The main program of Commerce and management faculty that gives opportunity to many avenues of career**
2.	Whether the UGC has recommended the course:	**Yes**
3.	Whether all the courses have commenced from the academic year 2024-25	**Yes**
4.	The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?:	**B.Com program has aided and un-aided divisions both adequate faculties are available**
5.	To give details regarding the duration of the Course and is it possible to compress the course?:	**No**
6.	The intake capacity of each course and no. of admissions given in the current academic year:	**As per NEP 2020 hence admissions**
7.	Opportunities of Employability / Employment available after undertaking these courses:	**Plenty of opportunities in industry and organizations at junior levels are available and forms the qualifying degree for many professional programs**

Sign of the BOS Chairperson
Prof. Dr. Kishori Bhagat
BOS in Commerce

Sign of the Offg. Associate Dean
Dr. Ravikant Balkrishna Sangurde
Faculty of Commerce & Management

Sign of the Offg. Associate Dean
Prof. Dr. Kishori Bhagat
Faculty of Commerce & 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 घर्जा)

क.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. – 7.7 (N)

As Per NEP 2020

University of Mumbai



Syllabus for Major Vertical – 1 & 4		
Name of the Programme – B.Com. (Second Year)		
Faculty of Commerce and Management		
Board of Studies in Commerce		
U.G. Second Year Programme	**Exit Degree**	**U.G. Diploma in Commerce**
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. (Second Year)**
2	**Exit Degree**	**U.G. Diploma in Commerce**
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** **Sem. III – R: CU 540 C** **Sem. IV – R: CU 540 D**	**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/-
Sign of the
Offg. Associate Dean &
Chairman
Prin. Kishori Bhagat
Faculty of Commerce &
Management

Sd/-
Sign of the
Offg. Associate Dean
Prof. Kavita Laghate
Faculty of Commerce &
Management

Sd/-
Sign of the
Offg. Dean
Prin. Ravindra Bambardekar
Faculty of Commerce &
Management

Under Graduate Diploma in Commerce

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	**Commerce-III** Management : Principles and functions (2) Family Business Management (2)				VSC Advertising-I (2) OR CSP-I (2)	AEC:2	FP: 2 CC:2	22	**UG Diploma 88**
	R:_____D									
	IV	**Commerce-IV** Management : Production and finance (2) Six Sigma and ISO (2)				SEC:2 Advertising-II (2) OR CSP-II (2)	AEC:2	CEP: 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

Syllabus
B.Com. (Second Year)
(Sem.- III)

Title of Paper : Commerce III Management : Principles and Functions

Sr. No.	Heading	Particulars
1	**Description of the course : Including but Not limited to :**	This course provides an understanding of the concepts, principles and functions of Management. It deals with management lessons from Bhagwat Gita and touch upon the Indian Ethos. The course includes detailed learning on functions of management namely Planning, Controlling, Organising and Directing
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. To provide an overview of Management in an organization 2. To understand the principles and functions of management. **3.** To provide an insight on the application of principles and functions of Management in their lives.	
8	**Course Outcomes**: (List some of the course outcomes) CO1 Learners will understand the concepts and principles of Management.(Understand) CO2 Learners will learn to apply the functions of management in their daily life (Apply)	

9	**Modules**:- Per credit One module created
	Module 1: Introduction to Management (15 lectures)
	Unit – I Introduction to Management: (8 lec) • Management Concept, Nature, Functions of Management, Managerial Skills, Henry Fayol's Principles of Management, Peter Drucker's Dimensions of Management, • Chanakya's Principles of Management, 10 Key management lessons from Bhagavad Gita, Indian Ethos and its significance to Management. **Unit – II** Planning & Controlling: (7 lec) • Planning: Meaning, Steps in planning process, MBO- concept & its advantages, MBE – concept and its Advantages, MIS -concept & its components. • Controlling: Meaning, Steps in Control process, Essentials of good control system, Techniques of Controlling.
	Module 2 Organizing and Directing (15 lectures)
	Unit – I Organizing: (8 lec) • Features of Line, Line and Staff, Matrix and Virtual Organisation, Bases of Departmentation, Span of Management- Concept & factors influencing it, • Delegation of Authority- Concept and its Principles, Centralisation v/s Decentralisation. **Unit II** Directing: (7 lec) • Managerial Communication: Functions, Barriers , Modern Tools used by managers for communication, Motivation- Concept, Factors and its importance, • Leadership- Concept, Styles and Qualities of a leader.
10	**Reference Books:** 1. Management Today Principles& Practice- Gene Burton, Manab Thakur, Tata McGraw Hill, Publishing Co.Ltd. 2. Management – James A.F.Stoner, Prentice Hall, Inc .U.S.A. 3. Management : Global Prospective –Heinz Weihrich& Harold Koontz, Tata McGraw-Hill, Publishing Co.Ltd. 4. Principles of Management- T.Ramasamy. 5. Principles and Practices of Management- L.M. Prasad. 6. Essentials of Management – Koontz And O"Donnel 7. Principles of Management – Sherlekar S. A 8. Principles and Practice of Management by L M Prasad 9. Corporate Chanakya: Successful Management the ancient way by Radhakrishnan Pillai 10. Success Principles of Chanakya by Mahesh Sharma 11. Managing by the Bhagavad Gita: Timeless lessons for today's Managers, by Satinder Dhiman, A.D. Amar Springer publication. 12. Professional Development with Managerial Communication by Jitendra Mhatre. 13. Executive Guide to Business Communication, Moin Qazi, 14. Principles and Practices of Management & Business Communication – Karmakar, Dutta 15. Modern Communication Techniques by Sandip Dey

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 4)	

Exam Pattern (External Examination)	
Total Marks: 30	**2 Credits**
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) **Total 20 Marks**	**Marks**
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Syllabus
B.Com. (Second Year)
(Sem.- III)

Title of Paper : Family Business Management

Sr. No.	Heading	Particulars
1	**Description the course : Including but Not limited to :**	This course provides an introduction to Family Business Management, covering fundamental concept and characteristics of family business management, strategic planning, effective succession planning, maintaining family harmony and role of leadership and business ethics to navigate long-term business sustainability and customer satisfaction.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. Understand the fundamental concepts, characteristics, and historical evolution of family businesses. 2. Analyze the unique challenges and opportunities faced by family businesses in comparison to non-family businesses. 3. Apply strategic planning theories and models (e.g., 3-Circle Model, Systems Theory) to family business management & Develop strategies for effective succession planning 4. Evaluate the role of governance structures, family constitutions, conflict resolution mechanisms in maintaining family business harmony and role of leadership and business ethics. Critically assess real-world case studies of successful and failed family businesses to derive actionable insights.	
8	**Course Outcomes**: (List some of the course outcomes) CO 1 : Demonstrate a comprehensive understanding of the definitions, types, and importance of family businesses in the global economy. (Understand) CO 2 : Critically analyze the distinctions between family and non-family businesses, including their management styles and challenges. (Analyse) CO 3 : Apply theoretical frameworks (e.g., 3-Circle Model, Family Business Life Cycle) to address generational transitions and strategic regeneration in family businesses. (Apply)	

	CO 4 : Design governance structures, including family councils and constitutions, to ensure effective decision-making and conflict resolution. Formulate succession plans and financial strategies tailored to the unique needs of family businesses. (Create) CO 5 : Evaluate case studies of prominent family businesses to identify best practices and lessons learned from both successes and failures. (Evaluate)
9	**Modules**:- Per credit One module created
	Module 1: Family Business Management **Unit I Family Business Management: An Introduction**
	❖ Historical Evolution of Family Business, Characteristics of Family Business Management, Types of Family Business ❖ Family Business: Importance and Challenges, Women in Family Business Case Study Successful family Business Case Study https://medium.com/@vansh.khandelwal06/the-success-story-of-mdh-masala-greatness-born-out-of-persistence-e793bfd557f2 Failed Family Business Case Study https://thesecretariat.in/article/succession-planning-in-corporate-india-why-the-godrej-family-is-an-outlier
	Unit II Strategic Planning & Family Business Theories and Models
	❖ Significance of Strategic Planning in Family Businesses, Family business life cycle and stages ❖ Systems theory in family business management: The 3-circle model (Family, Business, Ownership), Strategic Regeneration Theory, Family Team Model Case Study Generational transitions in Family Business Godrej family amicably splits 127-year-old conglomerate into two groups | Company News - Business Standard - https://www.business-standard.com/companies/news/godrej-family-amicably-splits-127-year-old-conglomerate-into-two-groups-124050100031_1.html Family Enterprise: Balancing Tradition and Innovation - https://www.imd.org/blog/family-business/family-enterprise/
	Module 2 : Governance in Family Business
	Unit I Governance in Family Business & Conflict Resolution ❖ Role of Governance in Family Business, Impact of EQ and SQ on Family Business Management, Business Ethics and CSR ❖ Types of Conflict in Family Businesses, Principles of Conflict Management in Family Businesses, Conflict resolution strategies Case Study Tata Trusts to reform operations, reduces management roles and expenses https://www.business-standard.com/companies/news/tata-trusts-to-reform-operations-reduces-

	management-roles-and-expenses-124102800285_1.html India's top 4 business families anchor for a fifth of CSR contributions https://www.business-standard.com/companies/news/india-s-top-4-business-families-anchor-for-a-fifth-of-csr-contributions-125022600884_1.html
	Unit II Leadership in Family Business
	❖ Types of Succession planning in Family business, Techniques of Cultivating Leadership in a Family Business, Leadership Traits for family business successors, Nature and Impact of Transformational Leadership in a Family Business ❖ Financial decision-making in family businesses, Profit-sharing mechanisms for family businesses, Factors influencing Family Business Succession Case Study Succession at Reliance: A large family fortune starts a risky transition https://www.business-standard.com/companies/news/succession-at-reliance-a-large-family-fortune-starts-a-risky-transition-123082900320_1.html What leadership transition means for Reliance Industries https://www.business-standard.com/podcast/companies/what-leadership-transition-means-for-reliance-industries-121123000095_1.html
10	**Reference Books:** 1. Family Business Management: An Introduction" by Ken Moores 2. Family Business: A Global Perspective" by Pramodita Sharma and Kavil Ramachandran 3. Family Business Governance: Maximizing Family and Business Potential" by John L. Ward 4. Strategic Planning for the Family Business" by Randel S. Carlock and John L. Ward 5. Family Business Models: Practical Solutions for the Family Business" by Alberto Gimeno Sandig and Gemma Baulenas 6. Generation to Generation: Life Cycles of the Family Business" by Kelin E. Gersick et al. 7. Family Business Governance: A Handbook for Families in Business" by John L. Ward 8. The Family Constitution: Agreements to Secure and Perpetuate Your Family and Your Business" by David Gage 9. Family Wars: Stories and Insights from Famous Family Business Feuds" by Grant Gordon and Nigel Nicholso 10. Succession Planning for Family Businesses" by Craig E. Aronoff and John L. Ward 11. Financial Management in Family Businesses" by Peter Leach and Tatiana S. Manolova 12. Perpetuating the Family Business: 50 Lessons Learned from Long Lasting, Successful Families in Business" by John L. Ward 13. Family Business Case Studies Across the World" by Alfredo De Massis and Pramodita Sharma

	14. Indian Family Businesses: Their Survival and Growth" by Kavil Ramachandran 15. Case Studies in Family Business" by Richard Narva and Patricia Angus 16. Case Studies in Family Business" by Roland E. Kidwell 17. Family Business Case Studies Across The World -Succession and Governance in s Disruptive Era by Jeremy Cheng and Et.al.	
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 4)	

Exam Pattern (External Examination)

Total Marks: 30 **2 Credits**

Time: 1 hour

Answer any two questions out of three questions

Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	Marks
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Vertical – 4
VSC

Syllabus
B. Com. (Second Year)
(Sem.- III)

Title of Paper : Adveritising-I

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This Course includes Introduction, relevance, Usefulness and Application of Advertisement. It also deals with connection with other courses, demand in the Advertising industry, role and career in advertising agency.
2	**Vertical :**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. To introduce the fundamentals of advertising, various aspects and classification of advertising. 2. To understand the role of advertising agency, careers in advertising and brand building.	
8	**Course Outcomes**: (List some of the course outcomes) **CO1-** Students will be able to understand the fundamentals of advertising, various aspects, classification of advertising. (Understand) **CO2-** Students would understand role and careers in advertising agency and brand building and can attempt to apply for the same (Apply)	

9	**Modules**:- Per credit One module can be created
	Module 1: Introduction to Advertising & Key Aspects
	Unit 1 Fundamentals and Types of Advertising: • Definition, Features, Scope of Advertising, Evolution of Advertising, Active Participants, Importance of advertising to consumer, business and nation • Classification of Advertising: Media, Target audience, Rural, Political, Green, Advocacy advertising. **Unit II Economic, Social and Ethical Aspects:** • Impact of advertising on consumer demand and pricing • Ethical and Social issues of advertising, positive and negative influences of advertising on Indian Culture.
	Module 2: Advertising Agency and Brand Building
	Unit 1 Advertising Agency and Careers in Advertising: • Definition, Features, Functions and structure, Classification of advertising agencies, • Careers in Advertising: Skills required for advertising career, Various Career Options, Freelancing Careers. **Unit 1I Brand Building:** • Concepts of Branding, Process of Brand Building, Role of advertising in developing • Brand Image, Brand Equity, Brand Crises Management.
10	**Reference Books:** ● Belch & Belch, *Advertising and Promotion:* An Integrated Marketing Communications Perspective, McGraw-Hill, *2009.* ● David Ogilvy, *Ogilvy on Advertising*, Headline Welbeck, 2023. ● ASCI, The Code for Self-Regulation of Advertising Content in India, 2025. ● Arens, Weigold, *Contemporary Advertising*, McGrow-Hill, 2023. ● Contemporary Advertising, 2017, 15th Edition, William Arens, Michael Weigold and Christian Arens, Hill Higher Education ● Advertising: Planning and Implementation, 2006 – Raghuvir Singh, Sangeeta Sharma – Prentice Hall 6. ● Advertising Management, 5th Edition, 2002 – Batra, Myers and Aaker – Pearson Education ● Kotler Philip and Eduardo Roberto, Social Marketing, Strategies for Changing Public Behaviour, 1989, The Free Press, New York. ● Confessions of an Advertising Man, David Ogilvy, 2012, Southbank Publishing ● Advertising, 10th Edition, 2010 - Sandra Moriarty, Nancy D Mitchell, William D. Wells, Pearson ● Social Media: Marketing Strategies for Rapid Growth Using: Facebook, Twitter, Instagram, LinkedIn, Pinterest and YouTube Paperback – March 8, 2016 ● Advertising Concept Book Paperback – Import, 31 July 2012, by Pete Barry ● The Advertising Age Encyclopedia of Advertising (Three Volume Set) by John McDonough and Karen Egolf.

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 4)	

Exam Pattern (External Examination)	
Total Marks: 30	**2 Credits**
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	**Marks**
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Syllabus
B. Com. (Second Year)
(Sem.- III)

Title of Paper : Company Secretarial Practice-I

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This course includes understanding of Companies and its legal compliance under Companies Act, 2013. It also covers role and responsibilities of company secretary towards better governance and highlights various secretarial duties towards formation of company. Course mentions secretarial correspondence with different regulatory bodies and stakeholders. Similarly various specimens give more clarity of documents crated and maintained by Company Secretary and need to develop drafting skills. Study covers various secretarial standards by ICSI and secretarial audit in compliance management.
2	**Vertical :**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. To understand the insight of Company and the roles and responsibilities of Company Secretary 2. To equip learners with the knowledge and skills to function as Company Secretary 3. To make the learners understand the legal compliance towards Company Statutory provisions and rules and regulations 4. To get acquainted with documents and secretarial correspondence	

8	**Course Outcomes**: (List some of the course outcomes) • **CO1:** Learners will understand the functions of Company Secretary (understand) • **CO2:** Learners will get the knowledge of legal compliance under Company's Act • **CO3:** Learners will develop the drafting skills in correspondence. (Apply)
9	**Modules**:- Per credit One module can be created
	Module 1: Company Documentation and Role of Company Secretary
	Unit I **Company Formation Procedure and Documentation** • Company Formation – Definition and features of Company, Secretarial duties in formation of Company and its stages, Procedure of Online Registration of Company • Memorandum of Association (MOA)- Clauses and alteration of MOA Article of Association (AOA) – Contents. Prospectus-Contents, Statement in Lieu of Prospectus, Misleading prospectus Unit II **Role of Company Secretary and Specimens of correspondence** • Company Secretary- Qualification, Appointment procedure, resignation and removal, functions, Rights and Role of Company Secretary, Career options of CS, Knowledge and Skill sets required, Use of digital platform-Benefits and Challenges • Specimen: Certificate of Incorporation, Letter to ROC: Alteration of MOA/AOA, Letter to Stock Exchange: Listing of shares.
	Module 2: Company Secretary Services and Correspondence
	Unit I **Company Secretary Services** • Advisory Services- An advisor to chairman, CS as an liaison officer between the a)company and stock exchange, b)company and depository Participants, c) Company and ROC • Representation Services at Regulatory Body- Company Law Board (CLB), Ministry of Corporate Affairs (MCA), SEBI, Stock Exchange, Consumer Forum, Cyber Law Compliance, Arbitration & Conciliation services Unit II **Company Secretarial Standards and Correspondence** • Secretarial Standards by ICSI (Brief Overview of SS1-10) and Secretarial Audit – Procedure, Importance and Audit Report, Due diligence certificate • Secretary Correspondence- With stakeholders like Shareholders, Directors, Debenture Holders, Financial Institution, During Corporate Restructuring, Valuation, Insolvency. Key correspondence like notices, minutes, Reports, Resolutions and circulars.
11	**Reference Books:** • K.R. Chandratre (2022) "Company Secretarial Practice Manual", Lexis Nexis Publishers, 5th Edition, Vol.1 • M Iqbal Patel FCA (2023) "Guide on Company Secretarial Practices-Company Law, Procedures and Practices" Petiwala Publication, • M.C.Bhandari (2023) "Guide to Company Law Procedure" Bharat Law House, Vol.1

	• Corporate Professional (2024) "Companies Act, 2013" Commercial Law Publishers India Pvt Ltd. 17th Edition • Dr. D. K. Jain (2025) "Company Law Ready Reckoner" Bharat Books, 27th Edition	
12	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
13	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 4)	

Exam Pattern (External Examination) **Total Marks: 30** **2 Credits** **Time: 1 hour**	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) **Total 20 Marks**	**Marks**
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Sem. - IV

Vertical – 4
Major

Syllabus
B.Com. (Second Year)
(Sem.- IV)

Title of Paper : Commerce IV Management : Production and Finance

Sr. No.	Heading	Particulars
1	**Description of the course : Including but Not limited to :**	This course provides an understanding of Production Management and Finance Management. It includes production management, quality and quality management, Indian Financial system and Trends in Finance
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. To provide an overview of Production and Quality Management 2. To understand the Indian Financial System and the various trends in the area of finance. 3. To make the learners apply some investment avenues	
8	**Course Outcomes**: (List some of the course outcomes) CO1 The learners will get insights on various aspects relating to Production and Quality. (Aware) CO2 The learners will understand Indian Financial System.(Understand) CO3 The learners will know about various trends in the area of finance and try to apply various investment avenues in practical life.(Apply)	

9	**Modules**:- Per credit One module created
	Module 1: Production & Quality: (15 lectures)
	Unit I: Production : (7 lec) • Production: Concept, Production Management- concept, scope and importance, Steps in Production, Planning and Control, Types of Production System – Intermittent and Continuous • Productivity - Concept, Factors influencing Productivity, Measures to improve productivity, Inventory Management- concept, Objectives and Importance **Unit II: Quality: (8 lec)** • Quality - concept & Dimensions, Quality Management tools- TQM – Concept & importance, Six Sigma – Concept & process, Kaizen – Concept & Process • Quality Circle & Features, ISO 9000- Procedure to obtain Certification, Service Quality Management- Importance and Measures to improve Service Quality.
	Module 2 Finance: (15 lectures)
	Unit I: Indian Financial System: (8 lec) • Structure of Financial Market, Procedure of IPO, Stock Exchange- functions, SEBI- Functions, Investor Protection Measures of SEBI • Types of Depositories – concept, Dematerialisation & benefits- Credit Rating- concept, Advantages, CRISIL- Concept and role. **Unit II: Trends in Finance: (7 lec)** • Sources of finance for start-up ventures, Mutual Funds- concept, Advantages, Types, Systematic Investment Plan (SIP) • Derivatives – concept & Types (Forwards, Futures, Options, Swaps), Micro Finance & its importance, Self Help Group & features.
10	**Reference Books:** 1. Production and Operations Management –Prof L.C.J hamb, Event Publishing House. 2. Production Planning & Control- Prof L.C. Jhamb, Event Publishing House 3. Production & Operation Management (Text & Cases)- K.Ashwathappa G.Sudeshana Reddy, Himalaya Publication. 4. Launching New Ventues : An Entrepreneurial Approach-Kathleen R.Allen, Cengage Learning 5. Essentials of Inventory Management-MaxMuller, Amacon Publishes 6. Indian Financial System—Bharathi Pathiak, Pearson Publication 7. Financial Institutions and Markets : Structure Growth& Innovations – L.M.Bhole , Jitendra Mahakad, Tata McGraw Hill. 8.The Indian Financial System and Financial Market Operator-Vasant Desai, Himalaya Publishing 9. Indian Financial System – M.Y. Khan, Tata McGraw –Hill 10.Production and Operations Management –Anandkumar Sharma, Anmol Publication

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 4)	

Exam Pattern (External Examination)	
Total Marks: 30	**2 Credits**
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) **Total 20 Marks**	**Marks**
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Syllabus
B.Com. (Second Year)
(Sem.- IV)

Title of Paper : Six Sigma and ISO

Sr. No.	Heading	Particulars
1	**Description the course : Including but Not limited to :**	This course on Six Sigma and ISO standards equips the students with problem-solving skills, process improvement techniques, and knowledge of quality management systems, enhancing the career prospects in various industries.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. Understand the tools and techniques, advantages, and challenges of the Six Sigma methodology. 2. Analyse the role of Six Sigma Green Belts, Black Belts, and Master Black Belts 3. Understand the purpose of ISO Standards, the role of internal and external audits, and compliance. 4. Evaluate the challenges in achieving and maintaining ISO Certification 5. Apply the knowledge to anticipate issues related to the practical implementation of Six Sigma.	
8	**Course Outcomes**: (List some of the course outcomes) CO 1 : Learners will gain foundational knowledge of Lean methodologies and Six Sigma concepts (Understand) CO 2: Gain a comprehensive understanding of the specific ISO standard, its requirements, and its principles. (Understand) CO 3: Learners become adept at the Define, Measure, Analyze, Improve, and Control (DMAIC) methodology, a structured approach to problem-solving and process improvement. (Apply) CO 4: Learn about the process of becoming ISO certified, including preparing for initial certification, maintaining compliance, and undergoing surveillance audits (Analyse) CO 5 :Evaluate case studies of successful implementation of Six Sigma and ISO in various sectors. (Evaluate)	

9	**Modules**:- Per credit One module created
	Module 1: Six Sigma
	Unit I Introduction to Six Sigma ➢ Overview of Six Sigma methodology ➢ History and Evolution of Six Sigma ➢ Key principles of Six Sigma: - ➢ Challenges of Six Sigma ➢ Levels of Six Sigma Certification ➢ Six Sigma improvement process ➢ Career options in Six Sigma. Case study Motorola - https://pecb.com/article/six-sigma-a-case-study-in-motorola Dabbawallas - https://kadence.com/the-genius-of-mumbais-dabbawalas-a-model-of-six-sigma-excellence
	Unit II : Six Sigma Methodology and Trends ➢ Six Sigma methodology/Phases – DMAIC (Define, Measure, Analyse, Improve, Control) – Purpose, Main Activities and Tools & Techniques ➢ Concept of Green Six Sigma, Fit Sigma, Lean Six Sigma ➢ Techniques & tools used to accomplish Lean Six Sigma goals Case Study - https://funding.ryan.com/blog/business-strategy/lean-six-sigma-manufacturing-industry-case-studies/ ➢ Future trends in Six Sigma (Digital Transformation, Integration with Artificial Intelligence (AI) and Machine Learning (ML), Agile Lean Six Sigma, Focus on Sustainability, Remote Collaboration, and Virtual Teams) ➢ Role of technology in Six Sigma implementation ➢ Ethical Considerations in Six Sigma.
	Module 2 : ISO Standards, Certification and Auditing **Unit I Introduction to ISO Standards** ➢ Concept of Quality, Quality standards-Principles of quality standards. ➢ ISO and its role in standardization ➢ Benefits of ISO certification for organizations ➢ Overview of common ISO standards- (ISO 9001 – Quality Management Systems, ISO 14001 – Environmental Management Systems, ISO 45001 – Occupational Health and Safety Management Systems, ISO 21001 – Educational Organisations). - Features, Benefit ➢ The importance of continual improvement (Kaizen) in ISO standards Case study - https://www.bsigroup.com/en-IN/products-and-services/standards/iso-45001-occupational-health-and-safety/

	Unit II : ISO Certification and Auditing	
	➢ Improving standards -Utilizing tools like PDCA and root cause analysis. ➢ Conducting audits- Types of ISO audits ➢ Steps for a successful audit ➢ Role of technology in simplifying ISO Compliance process ➢ Linking ISO standards to sustainability goals. ➢ ISO ethics and compliance	
10	**Reference Books:** 1. Alan Larson, Demystifing Six Sigma- A Company -Wide Approach to Continuous Improvement, AMACOM, IBSN – 0-8144-7184-6 2. Hubert k Ramprasad & Anwar EI-Homsi (2008), TPS-Lean Six Sigma – Linking Human Capital to Lean Six Sigma, Sara Books Pvt. Ltd. 3. Graham Wilson, 1994, On Route to Perfection- A Guide to Achieving Six Sigma, IFS International limited, UK 4. William Truscott, 2008, Six Sigma- Continual Improvement for Businesses, Elsevier 5. R. Eric Reidenbach and Reginald W. Goeke, 2007, Strategic Six Sigma for Champions- Keys to Sustainable Competitive Advantage, Pearson Advantage 6. Jiju Anthony, Ricardo Banuaelas, Ashok Kkumar (Ed) 2008, World Class Applications of Six Sigma, Elsevier India Private Limited. 7. https://innocentrix.com/files/presentationintrosixsigma.pdf 8. https://goleansixsigma.com/roles-lean-six-sigma/?srsltid=AfmBOorofQ0Jr52_wPOjo3jP6sFcOekOE_aBS1g8my0nprUvxYmKT6-Z 9. https://asq.org/quality-resources/learn-about-standards?srsltid=AfmBOoqeme9hQQeUfB3BHERd4mKyFHNadDJWJVXX6uC4a9fv1N9TBLCp 10. Iliemena, R. O., Amedu, J. M. I., & Goodluck, H. C. (2022). Sustainability in production of goods and services: Addressing ethical issues using the lean six sigma approach. *Human resources management in changing times*, 416-429 11. https://www.siscertifications.com/iso-certification-for-education-institutes-india/	
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 4)	

Exam Pattern (External Examination)	
Total Marks: 30	**2 Credits**
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	Marks
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

SEC

Syllabus
B. Com. (Second year)
(Sem.- IV)

Title of Paper : Advertising-II

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course includes the understanding of media and emerging media in advertising. It also includes the planning creativity and execution of advertising campaign. The course will help learners to acquire the skills required in the field of advertising.
2	**Vertical :**	SEC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. The objective of this course is to highlight the role of advertising as an important function in marketing 2. To orient learners towards the practical aspects and techniques of advertising. 3. It is expected that this course will prepare learners to lay down a foundation for advanced post-graduate courses in advertising.	
8	**Course Outcomes**: (List some of the course outcomes) **CO1-** Understand the types of media in advertising, media objectives, media planning strategies ,emerging media and trends in advertising (Understand) **CO2-** Conceptualize and execute an effective advertising campaign by using advertising models, creativity and budgeting methods for print and broadcast ads.(Apply)	

9	**Modules**:- Per credit One module created
	Module 1: Media and Emerging Trends in Advertising
	Unit I Media in advertising : • Traditional media- Print, Television, Radio, Outdoor advertising, Digital media-advantages and limitations, Media Objectives - Reach, Frequency and GRPs • Media Planning- Concept, Factors considered while selecting media, Media Scheduling Strategies **Unit II Emerging media and use of AI in advertising:** • Google Ads, YouTube Ads, Social media advertising, Interactive Advertising -Types of Interactive Ad Content • Use of AI in Advertising-Types and Significance, AI in Content Creation, Data science and analytics for Targeting
	Module 2 Planning, Creativity and Execution of Advertising Campaign
	Unit I Advertising Campaign: • Concept, Steps in planning Advertising Campaign, DAGMAR model, Advertising Budget- Factors determining advertising budget, methods of setting advertising budget- • Creativity in advertising, Storytelling and visual communication in advertising **Unit II Preparing print and broadcast ads:** • Essentials of Copywriting,Copy – Elements, Layout- Principles, Illustration- Importance • Scriptwriting and elements of a good script, Concept of Storyboard, Jingles and Music – Importance, Execution Styles
10	**Reference Books:** ● Belch & Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw-Hill, 2009. ● David Ogilvy, Ogilvy on Advertising, Headline Welbeck, 2023. ● Contemporary Advertising, 2017, 15th Edition, William Arens, Michael Weigold and Christian Arens, Hill Higher Education ● Advertising: Planning and Implementation, 2006 – Raghuvir Singh, Sangeeta Sharma –Prentice Hall 6. ● Advertising Management, 5th Edition, 2002 – Batra, Myers and Aaker – Pearson Education ● Kotler Philip and Eduardo Roberto, Social Marketing, Strategies for Changing Public Behaviour, 1989, The Free Press, New York. ● Confessions of an Advertising Man, David Ogilvy, 2012, Southbank Publishing ● Advertising, 10th Edition, 2010 - Sandra Moriarty, Nancy D Mitchell, William D. Wells, Pearson ● Social Media: Marketing Strategies for Rapid Growth Using: Facebook, Twitter, Instagram, LinkedIn, Pinterest and YouTube Paperback – March 8, 2016 ● Advertising Concept Book Paperback – Import, 31 July 2012, by Pete Barry ● The Advertising Age Encyclopedia of Advertising (Three Volume Set) by John McDonough and Karen Egolf

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 4)	

Exam Pattern (External Examination)	
Total Marks: 30	**2 Credits**
Time: 1 hour	
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	**Marks**
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

Syllabus
B. Com. (Second year)
(Sem.- IV)

Title of Paper : COMPANY SECRETARIAL PRACTICE-II

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	The Company Secretarial Practice course is designed to equip students with a comprehensive understanding of corporate governance, compliance management, and secretarial duties. The syllabus covers key aspects such as Management of Companies, Company Meetings, Dematerialization and Online Trading, and Recent Trends in Company Secretarial Practice. This course aims to develop proficiency in handling regulatory compliance, conducting meetings, and ensuring ethical corporate practices in alignment with Indian corporate laws.
2	**Vertical :**	SEC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: (List some of the course objectives) 1. To understand the roles, responsibilities, and legal framework governing directors, auditors, and secretarial professionals. 2. To gain expertise in organizing and managing various company meetings and maintaining accurate records. 3. To comprehend the process of dematerialization, online trading systems, and listing of securities. 4. To stay updated with recent trends in corporate secretarial practice, including digital compliance, cybersecurity, and emerging technologies like blockchain and AI.	

8	**Course Outcomes**: (List some of the course outcomes) **CO1**: Demonstrate knowledge of the legal and regulatory framework related to company management and compliance.(Understand) **CO2:** Effectively manage company meetings and documentation, including notices, resolutions, and minutes. **CO3:** Analyze the impact of digital transformation, cybersecurity, and AI on corporate secretarial practice. (Analyse) **CO4:** Apply the process of dematerialization, online trading mechanisms, and understand the listing requirements.(Apply)

9	**Modules**:- Per credit One module created
	Module 1: COMPANY MANAGEMENT AND COMPANY MEETINGS
	Unit I **Management of Companies**: • Directors – Appointment, Duties, Role, Directors Report, Director Identification Number (DIN), Types of Directors • Role of CEO, Non- Executive Directors, Independent Director Unit II **Company Meetings**: • Types of Company meeting, Secretarial Duties – Before, During and after company meeting – Annual General Meeting, Extra-Ordinary General Meeting, Board Meeting, • Concept of Terms related to Meetings: Notices, Agenda, Chairman, Quorum, Proxy, Motion, Resolution, Minutes, Voting. Drafting of - Notices, Agenda Motion, Resolution and Minutes
	Module 2 : DEMATERIALIZATION AND RECENT TRENDS IN CSP
	Unit I **Dematerialisation and Online Trading**: • Dematerialisation – Need and Importance, Secretarial Duties, Procedures, Participants • Online Trading – Concept, Advantages & Disadvantages, Bombay Stock Exchange Online Trading (BOLT), BOSS; Listing of securities – Procedure, Advantages, Secretarial Duties, Scrips –Types Unit II **Recent Trends in CSP**: • MCA 21 Portal – E-Filing & Online Company Administration, Digital Signatures (DSC), Director Identification Number (DIN) & KYC Compliance, XBRL (Extensible Business Reporting Language) – Financial & Secretarial Reporting, Virtual AGMs & E-Voting – SEBI & MCA Guidelines, • Role of Company Secretary in Startups, MSMEs & Tech-Based Companies, Cross-Border Compliance & International Business Laws Affecting Indian Companies, Role of AI & Blockchain in Secretarial Record-Keeping & Due Diligence

10	**Reference Books:** 1. "An Outline of Company Secretarial Practice" by V. Balachandran and P.K. Ghosh, published by Sultan Chand & Sons, 2022. 2. "Secretarial Practice" by M.C. Kuchhal, published by S Chand Publishing, 18th Edition 3. "Company Law and Secretarial Practice" by Dr. B. Chandrashekara, Dr. K. Ramachandra, and Prof. Alla Bakash S., published by Himalaya Publishing House, First Edition, 2011. 4. "Secretarial Practice" by M.C. Kuchhal, published by Vikas Publishing House, 18th Edition. **5.** "Company Secretarial Practice Manual" by K.R. Chandratre, published by Lexis Nexis Publishers, 5th Edition, 2022.	
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 4)	

Exam Pattern (External Examination)	
Total Marks: 30 **Time: 1 hour**	**2 Credits**
Answer any two questions out of three questions	
Q.1 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.2 Answer the Following Questions. a) b)	7.5 x 2= 15
Q.3 Answer the Following Questions. a) b)	7.5 x 2= 15

Exam Pattern (Internal Examination) Total 20 Marks	Marks
1. Class Test	5 Marks
2. Assignment	5 Marks
3. Presentation	5 Marks
4. Group Discussion	5 Marks
5. Quiz	5 Marks
6. Case Study	5 Marks
Note: 1. Any Four out of the above can be taken for the internal Assessment. 2. The internal Assessment shall be conducted throughout the Semester. 3. Field visit can be arranged.	

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

Sd/-
Sign of the
Offg. Associate Dean &
Chairman
Prin. Kishori Bhagat
Faculty of Commerce &
Management

Sd/-
Sign of the
Offg. Associate Dean
Prof. Kavita Laghate
Faculty of Commerce &
Management

Sd/-
Sign of the
Offg. Dean
Prin. Ravindra Bambardekar
Faculty of Commerce &
Management