VEDANTA COLLEGE / UNIVERSITY OF MUMBAI

M.Com. (Business Management)

Selected syllabus | Semesters I-IV | 2026-27

Semester I	Credits	PDF page
Strategic Management	4	2
Human Resource Management	4	4
Consumer Behaviour	4	6
Business Ethics	2	8
Research Methodology in Commerce and Management	4	10
Personality Development and Soft Skills	4	12

Semester II	Credits	PDF page
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Brand Management	4	16
Professional Intelligence	4	18
Hospitality Management	2	20
Career Planning and Development	4	21
On-the-Job Training (OJT)	4	23

Semester III	Credits	PDF page
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Marketing Strategies and Practices	4	27
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Social Media Marketing	2	33
Business Environment	4	35
Research Project	4	36

Semester IV	Credits	PDF page
Corporate Restructuring	4	37
Service Industry	4	40
Advertising	4	42
Women Leadership	4	45
Research Project	6	47

Semester I source: University of Mumbai NEP 2020 syllabus, Item 7.1 (N).

Semesters II-IV: supplied syllabus. OJT and project entries link to University guidance.

Mandatory 1

Programme Name: M.Com (Business Management)

Course Name: Strategic Management

TotalCredits:04 **TotalMarks:100**
Universityassessment:50 **Collegeassessment:50**
Prerequisite:

Learning Objectives

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

Course Outcomes

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

Module 1

Unit 1 Introduction to Strategic Management

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

Unit 2 Strategy Formulation, Implementation and Evaluation

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

Module 2

Unit 3 Business, Corporate and Global Strategies

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

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

Unit 4 Emerging Strategic Trends

a) Reasons for growing BPO and KPO businesses in India, Reengineering Business Processes, contribution of IT sector in Indian Business, Concept, Problems and Consequences of Disasters, Strategies for Managing and Preventing disasters and Cope up Strategies

b) Process of business startups and its Challenges, Growth Prospects and government initiatives in Make in India Model with reference to National manufacturing, Contribution of Make in India Policy

Reference

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

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Mandatory 2

Programme Name: M.Com (Business Management)

Course Name: Human Resource Management

TotalCredits:04 **TotalMarks:100**
Universityassessment:50 **Collegeassessment:50**
Prerequisite:

Learning Objectives

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

Course Outcomes

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

Module 1

Unit 1Human Resource Management, Planning and Development

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

Unit 2 Training and Development, Performance Appraisal

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

Module 2

Unit 3 Health and Safety, Labour Legislation & Industrial Disputes

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

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

Unit 4 Emerging Issues In H.R.M

a. **International Human Resource Management, HR Ethical Issues, CSR and HRM, Human Resource Audit, Revamping of HR strategies in managing Disasters like health pandemics, HR and Business Environment**

b. **Professional Intelligence principles, Employee Engagement, Managing Gen Z, Talent Management Concept, Importance, Process, VUCA Environment(Volatility, Uncertainty, Complexity, Ambiguity), Work- Life Balance**

References

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

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Mandatory 3

Programme Name: M.Com (Business Management)

Course Name: Consumer Behaviour

TotalCredits:04 **TotalMarks:100**
Universityassessment:50 **Collegeassessment:50**
Prerequisite:

Learning Objectives

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

Course Outcome:

C1) To understand and strengthen fundamentals of Consumer Behaviour.

C2) To create awareness about consumer motivation and perceptions.

C3) To understand underlying behaviour about consumer learning.

C4) To understand consumer behaviour in globalised era

MODULE-1:

UNIT-1 INTRODUCTION TO CONSUMER BEHAVIOUR

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

UNIT-2 DETERMINANTS OF CONSUMER BEHAVIOUR

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

MODULE 2:

UNIT- 3 CONSUMER LEARNING:

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

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UNIT -4 TRENDS IN CONSUMER BEHAVIOUR

a) **Online Buying Behaviour process, Tools to study buyer behaviour- survey, projective techniques & focus group discussions, Implications of Social media marketing on consumer behaviour**

b) **Consumerism: Meaning, Reasons behind rise of Consumerism in India, Benefits of consumerism, Precautionary measures to be adopted by consumers, Framework for consumer protection by Government, Use of Internet and its impact on Consumer Behaviour.**

REFERENCES:

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

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Mandatory 4

Programme Name: M.Com (Business Management)

Course Name: Business Ethics

TotalCredits:02 **TotalMarks:50**
Universityassessment:25 **Collegeassessment:25**
Prerequisite:

Learning Objectives

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

Course Outcomes

C1) Business Ethics subject will create a society with more morally sound and ethical right persons

C2) The subject will allow students to embrace good values thereby having a sense of right and wrong

Module 1

Unit 1 Introduction of Business Ethics

a) Ethics- Meaning, Business Ethics Concept, Types of Ethics, Ethics and Values, Indian Ethos and Work Ethos, Moral Standards, Guidelines for developing code of ethics, Personal Ethics- Value of Self, Promote Happiness, Emotions and Honesty, Keys to Personal Ethics , Ethics of Virtue and Ethics of Principle

b) Various approaches to Business Ethics - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory.

Module 2

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

a) Environment Issues – Global Warming, Climate Change, Ethics in Human Resource Management , Employees Rights- Right to work, Equality of Opportunity, Concept of fair wages, Duties of employees, Human Rights , Sexual Harrassment

b) Corporate social responsibility and Corporate governance – Concept and Importance, Corporate philanthropy, Drivers of CSR, Indian Corporates and CSR Case Studies, Role of NGOs in CSR, CSR and Sustainable Development

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References

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

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Programme Name: M. Com (Business Management)

Course Name: Research Methodology In Commerce and Management

TotalCredits:04 **TotalMarks:100**
Universityassessment:50 **Collegeassessment:50**
Prerequisite:

Learning Objectives

1. The main objective of research is to find out answers to the research questions in a more scientific manner.

2. Research methodology in commerce and management will bear major objective of applying research for problem oriented research and problem solving research

Course Outcomes

C1). Research methodology in commerce and management subject will provide the students objectivity through subject in systematic manner

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

Module 1

Unit 1Introduction to Research

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

Unit 2 Research Process

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

Module 2

Unit 3Data Processing and Statistical Analysis

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

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

Unit 4 Research Reporting and Modern Practices in Research

a) Research Report Writing: Importance, Essentials, Structure/ layout, Types, References and Citation Methods: APA (American Psychological Association), CMS (Chicago Manual Style) MLA (Modern Language Association) , Bibliometrics

b) Footnotes and Bibliography, Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

Reference:

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

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

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Elective - 6

Programme Name: M.Com. (Business Management)

Course Name: Personality Development and Soft Skills

Total Credits: 4
University Assessment: 50 marks
University Department/ College Assessment : 50 marks

Learning Objectives

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

Course Outcomes

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

MODULE-1: 2 credits

UNIT-1 Personality Development

a) Personality- Definition, Personality traits, Determinants of Personality, Classic and modern Theories of Personality- Gordon Allports Trait Theory, Myers-Briggs Type Indicator

b) Personality Development- Introduction and importance , Health- Physical, Mental and Social health, Stress Management and Stress coping ability, Values and culture, Self Confidence and interpersonal relations, leadership skills, Problem solving, conflict resolution and decision making, achievement motivation, goal setting and risk taking

UNIT-2 Personality and Emotions

a) Personal Attributes, Attitude &Behaviour , Emotional Intelligence, Five factor EI-Social Awareness, Self Regulation, Motivation, Empathy and Social Skills, Personal Hygiene and dressing sense, Postures and gestures, Body Language, Good manners and Character building

b) Emotional Intelligence, Intellectual Quotient and Job Performance ,Perception-Meaning , Factors influencing Perception , When perception fails, Learning-Meaning, Theories of Learning – Social learning theory, Reinforcement theory, , Types of reinforcement, Cognitive learning, insight learning, Imitation learning

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MODULE 2: **2 credits**

UNIT-3 Soft Skills

a) Definition of Soft skills, Soft Skills V/S Hard Skills, Soft Skills and Multiple Intelligence, Howard Gardners Theory of Individuals and Distinct Kinds of Intelligence, Soft Skills – Listening Skills, Assertiveness Skills, Communication Skills, Dimensions of Soft Skills- Attitude, Communication and Etiquettes,

b) Language Skills- Listening, Types of Listening, Fluency and Accuracy in speaking, Conversation skills- Oral communication, Barriers to effective communication, Reading skills- Types of reading, Strategies to develop reading, Writing- Types of writing, Qualities of good writing , Vocabulary building, Voice modulation and impactful speaking

UNIT-4 Etiquettes and Job success

a. Creative thinking, Values- nature and classification of values-moral, aesthetic, social and spiritual , role of teacher in moral education of students, Presentation skills , Role of Social media, AI and Chat GPT in soft skills development, Research and soft skills development

b. Business Etiquette and social etiquettes, Netiquette- respectful communication on internet, Resume Writing, how to write Application letter, How to face interviews, rules to follow in Group Discussion and Debates , Job/Career success

REFERENCES:

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

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Mandatory 1

Programme Name: M. Com. (Business Management)

Course Name: Customer Relationship Management

Total Credits :04 **Total Marks:100**
University Assessment: 50 **College Assessment: 50**
Prerequisite:

Learning Objectives

a) To enable the learners to understand Customer relationship management concept from marketing management perspective
b) The course would enable the students to understand the growing importance of CRM
c) To acquaint the learners with understanding CRM benefits from organisations and customers point of view

Course Outcomes

CO1. Understand the basic concepts and process of CRM
CO2. Analytical understand use and application of CRM strategies

Module 1

Unit 1 Customer Relationship Management

A. Concept and Process of Customer Relationship Management, Objectives of CRM, Customer Value Management, Customer satisfaction and Customer Retention
B. Measuring CRM, Customer Experience Management

Unit 2 Customer Service and Customer Relationship Marketing

A. Consumer Needs, Purchase Patterns, Concept of Consumer Behaviour, Importance of Consumer Behaviour
B. Nature of Customer Service, 4Cs in Customer Service Strategy, Relationship Marketing , Relationship Marketing Process, Strategies for building relationship

Module 2

Unit 3 Customer Loyalty and Customer Engagement

A. Customer Loyalty and Perceived Goal**,** Strategies for customer loyalty Development**,** Role of Social Media in changing customer loyalty, Public Relations Strategies
B. Meaning of Customer Engagement, Customer Engagement Marketing Model

Unit 4 E-CRM

A. Approaches to CRM with use of different software packages, operational CRM, Analytical CRM, Sales Intelligence CRM, Campaign CRM, Use of internet tools-blogging, twitter, emails, Myspace, facebook as interactive public relations tools
B. Data Security System and Privacy of customers collected information

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Reference

1. Marketing Management by M Govindarajan, PHI Learning, 2009
2. Marketing Principles and Management by S A Sherlekar, Himalaya Publishing House, 2023
3. Market Based Management By Roger J Best, PHI Learning Pvt Ltd, New Delhi, 2009
4. Marketing Management by Rajan Saxena, Tata Mcgraw Hill Publishing Co Ltd, New Delhi, 2002
5. Handbook of research on Customer Engagement, Edited by Linda D Hollebeek, David S, Edward Elgar Publishing , UK, 2019
6. PR Management by Dr Sandeep Sharma, Random Publications, New Delhi, 2022
7. Consumer Behaviour and Brand Preference by Dr Vikram Shinde, Satyam Publishers, Jaipur, 1995

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Mandatory 2

Programme Name: M.Com (Business Management)

Course Name: Brand Management

TotalCredits:04 **TotalMarks:100**
Universityassessment:50 **Collegeassessment:50**
Prerequisite:

Learning objectives

a) **To Provide the learners to understand about Branding as today's need**
b) **To acquaintance about the brand management and its approaches**
c) **To acquaint with the new image of branding and should develop the brand image for the organisations.**
d) **To familiarize the learners with the challenges in development of branding for the company and learners should provide solutions through branding research.**

Course Outcomes

CO1) Evaluate branding challenges and develop a strategic brand equity business plan
CO2) Scrutinise the strategic brand management for developing good branding for organisations
CO3) Develop the idea of branding research and Co-branding.

Module 1

Unit 1: Introduction to Branding

A. **Meaning of Brand & Branding, Branding challenges & opportunities, Benefits of Branding, Brand Equity, Customer Based Brand Equity Model (CBBE),**
B. **Building Strong Brand Process, Brand Elements, Branding and marketing mix, Importance of Brand Positioning,**

Unit 2: Brand Management

A. **Strategic Brand Management Concept and Process, Brand Management and Brand leadership idea, Brand Associations, Brand Performance, Brand Design and Structure**
B. **Role of Celebrities in Branding, Brand Recognition, Brand Asset Management, Techniques for effective Brand Management, Brand Loyalty,**

Module 2

Unit 3 Branding Research

A. **Meaning and Importance of Brand research, Brand Measurement, Brand Audit,Importance of Brand Image, Brand Extension, Brand Personality**
B. **Cons of Brand Fatigue, Co-Branding, Costing of Brand Positioning, Brand Awareness**

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Unit 4 New Trends in Branding

A. **Graphic design in Branding, Brand Hierarchy, Features of Monochromatic branding, Importance of Mascot, Branding Architecture**
B. **Role of Brand Management in Digital Marketing, Purpose driven Branding, Customer and employee Centric Brand Management, Storytelling branding**

References

- *Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity*
- *Keller Kevin Lane, Strategic Brand Management-2008*
- *Elliot, Richard, Strategic Brand Management-2008*
- *Kapferer, Jean-Noel, Strategic Brand Management-2000*
- *Kishen, Ram, Strategic Brand Management- 2013*
- *Keller Kevin Lane, Strategic Brand Management 4e-2015*
- *Dan Padgett and Douglas Allen, Communicating Experiences: A Narrative Approach to Creating Service Brand Image, 1997*
- *Mike Reid, Sandra Luxton and Felix Mavondo, The Relationship between Integrated Marketing Communication, Market Orientation, and Brand Orientation, 2005*
- *David K. Tse and Wei-na Lee, Removing negative country images: Effect of Decomposition, Branding and Product experience, 1993*
- *Steve Muylle, NirajDawar, Deva Rangarajan, B2B Brand architecture, 2012*
- *Rajagopal, Romulo Sanchez, Conceptual analysis of brand architecture and relationships within product categories*
- Pat Morin, Principles of Graphic Design,
- Kommission Aus und Walterbildung, Deutsche Gesellshaft fur Photographie, Graphic Designs Basics, Principles of Graphic Design, 2000

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Mandatory 3

Programme Name: M.Com (Business Management)
Course Name: Professional Intelligence

TotalCredits:04 **TotalMarks:100**
University assessment:50 **College assessment:50**
Prerequisite:

Course Outcomes

- **CO1) To Provide the learners to comprehend new terms of Professional Intelligence anditsImportance**
- **CO2) To give them knowledge about the effect on recruitment and organisational culture**
- **CO3) To develop learning and analytical skills of the learners to enable them to solve cases andthey should preparethe solution for the challenges**
- **CO4) To acquaint the learners with recent developments and trends in the business corporate world related to Professional Intelligence**

Module 1

Unit 1 Basics of Professional Intelligence

A. Definition of Intelligence, Meaning of Human Intelligence, Gardener's Theory of multiple intelligence, Types of intelligence, Concept and features of PI, Importance to firm and individual,
B. Process of developing PI, Factors affecting PI, Qualities required for PI, Challenges of PI

Unit 2 Principles and Impact of PI

A. 21 Principles of PI, Impact of PI on: Recruitment, Organisational culture, Employees
B. Reasons for PI, Risk in PI

Module 2

Unit 3 Emotional Intelligence and Spiritual Intelligence

A. Meaning of Emotional intelligence, Dimension of Emotional Intelligence- Self-awareness, self-motivation, empathy, Social Skills, Mayer &Saloveys(1997) Cognitive model of EI, Golemans (1995) model of EI
B. Spiritual intelligence, Methods to learn & develop spiritual Intelligence- Meditation, Detached Observation, Reflection, Connecting, Practice

Unit 4 Professional Stress & PI in AI world

A. Stress- Definition, Physical and Mental Health, Meaning of Professional Stress, Job design, work systems, World Health Organizations study on Job Stress, sources of job stress – Survival Stress, Internal Stress , Environmental Stress, Fatigue.

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Degrees of Stress - Acute Stress, Emotional distress, Chronic stress, Coping mechanism of Stress

B. Accountability Ladder in Professional Intelligence, Distinction between Professional intelligence and artificial intelligence

References

1. Danah zohar (1997) Rewiring the corporate Brain
2. Moral Minds: How Nature Designed our Universal sense of Right and Wrong by Harvard psychologist Marc Hauser (2006)
3. Cartwright S. Cooper- Managing workplace stress, sage publication 1997 Page 185
4. Emotional Intelligence- why it matters more than IQ by Daniel Goleman (Pg 305 to 310)
5. Brackett M.A Mayer, J.D & Warner R. M(2004) Emotional Indigence& relation to everyday behavior Personality & Individual Difference, 36 page, 387-1402
6. Paula Jago (2013) Professional Intelligence: The 21 Principles of How to Succeed at Work: CreateSpace Independent Pub

University of Mumbai

Mandatory 4

Programme Name: M.Com (Business Management)

CourseName: Hospitality Management Course

TotalCredits:02 **TotalMarks:50**
Universityassessment:25 **Collegeassessment:25**
Prerequisite:

Course Outcome:

CO 1– Improve soft skills to enhance communication skills.

CO 2 – Understand the importance of application of Principles of Management

CO 3 – Understand the Importance of Hospitality in the Hotel industry

CO4 – Understand the importance of Hospitality in Tourism Industry

MODULE 1:

Unit 1- Soft Skills Development

A. Basic English - Meeting and greeting phrases in Hospitality industry - Personality development (Patience, Respect, Tolerance, Leadership skills, Technical skills) - Importance of body language, Personal, Social etiquettes, life skills, disaster management skills
B. Principles of Management (Planning, Organising, Staffing, Leading and Controlling with reference to Hospitality Industry) - Levels of Management in the Hospitality Industry

MODULE 2:

Unit 2-Hospitality in Hotel Industry & Tourism Industry

A. Introduction to Hospitality Management, Hotel – Definition, classification and star categorization of hotel, Meal Plan, Types of Room, Front office desk management –Food serving etiquettes – Accommodation Policy– Career Opportunities in Hotel Industry
B. Definitions and Historical Development of Tourism, Types and Forms of Tourism, Planning and Execution of Tour Plans – Coordination during Tour Management – Networking for tour management - Career Opportunities in Tourism Industry

Reference Books:

1. Be Our Guest: Perfecting the Art of Customer Service - *Disney Institute*

2.Setting the Table: The Transforming Power of Hospitality in Business - *Danny Meyer*

3.12 Golden Keys to Hospitality Excellence - *Frank H. Benzakour*

4. Tourism Planning and Development - J.K. Sharma

5. Studies in Tourism - Sagar Singh

6. Tourism: Principles and Practices - Cooper C., Fletcher J., Gilbert D and Wanhil. S

7. Tourism: Principles and Practices - McIntosh, R.W.

University of Mumbai

Elective -4

Programme Name: M.Com (Business Management)

Career Planning and Development

Learning Objectives

1. Career focus is personal job search process for every individual aspiring for dream job
2. Job search strategies are essential course outcome for selection career

Course Outcomes

CO1. Learner will be able to carefully plan career by knowing ones strengths and weaknesses

CO2. Learner will be able to gain knowledge and enhance skills related to career planning

CO3. Learner will have freedom to explore different disciplines of education apart from domain knowledge area

Module 1

Unit I Career Planning

A. Career Planning, Steps Involved in looking for a job- Career Search, Self-Assessment. Tools

I) Self-Awareness- learning skills, listening skills, honestly, strengths & weakness, risk taking ability

II) Ability Assessment- Communicative Skills, Technical Skills, Competitive Skills, Social Creative & Managerial Skills.

III) Personality- Personal Characteristics/ Traits

IV) Work Value

B. Curriculum- Vitae , Essentials of Good CV, The Resume – Types of Resumes, Resume guidelines, use of computer in generating resume, use of Chat GPT & AI (Artificial Influence) in developing Resume. Resume checklist Content- Career objective, education, Personal Interest, Skills & Knowledge.

Unit 2 Career Search and Interview

A. Career Guidance Sources- Newspaper, Magazine, Internet, Career Information Literacy

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B. Interview – Meaning, Types of Interview**-**Business Interview**,** General Interview, Mock Interview, On Job Interview, Appraisal Interview, How to prepare for interviews?

Module 2

Unit 3 Requisites for Attending Interviews

A. i. Before attending Interview - Revision, Confidence, Sleep & Rest, Dress,
ii. In Waiting Room starting of Interview - Interaction with other aspirants, Proper sitting space, Relax, cordial Behavior,.
iii In Interview Room

1) Etiquettes & Manners
2) Body Language
3) Eye Contact
4) Speech & voice
5) Expressions & Posture
6) Civil Courtesy

B. Knowledge of the place of Interview & Impediments if any, Rational approach & Not emotional, Avoid sweeping statements, exaggeration, tall claims, false impression, false reasons, Ignorance, Impulsive nature, Don't dominate, Honesty, Unprejudiced, Speaking Manner, Attitude, Be good Listener, Talk but don't be talkative approach.

Unit 4 Career Development

A. Work Life Balance, Talent mindset, Employee Value Proposition , Wealth and Rewards

B. Johari Window, Perceptiveness- Improving listening skills, understanding gestures of others, analysing what people want to say, Significance of Soft Skills in career development

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References :

3) Career focus – A personal job search guide Prentice Hall keys to success program by Helen MartucciZamarre, 1996
4) Interview – A meeting of two minds by A.K Gandhi Dynamic Publication (India) Ltd, meerut
5) A Manual of Career guidance Intstitute of vocational guidance & selection Mumbai 2003
6) Harvard Business Review on work and Life Balance
7) The war for Talent by Ed Michaels, Helen Handfield –Jones and Beth Axelrod, Harvar Business School Press, 2001
8) Case Studies in Human Resource Management Editors Sanjeev Bansal, Jaya Yadav, Hargovind Kakkar, I K International Pvt Lid, New Delhi, 2015

M.COM. (BUSINESS MANAGEMENT)

On-the-Job Training (OJT)

Semester II | 4 credits

The programme credit structure assigns four credits to OJT / Field Project in Semester II. The subject allotment specifies On-the-Job Training.

See the University of Mumbai postgraduate OJT guidance for training and assessment. Obtain placement, reporting and submission instructions from the college.

University of Mumbai postgraduate OJT guidance

Source for credits: University of Mumbai programme credit structure.

Mandatory 1

Programme Name: M. Com (Business Management)

Name: Entrepreneurial Management

TotalCredits:04 **TotalMarks:100**

Universityassessment:50 **Collegeassessment:50**

Prerequisite:

Learning Objectives

- To Develop a Foundational Understanding of Entrepreneurship
- To Analyze the Indian business environment To Cultivate

Essential Entrepreneurial Skills ToAdapt to the Dynamic Business Landscape:

Course Outcome:

CO1) Students should learn Knowledge of the entrepreneurial process

CO2) Students should learn how to identify potential business opportunities and assess their feasibility.

CO3) Learners should learn how to forecast your business's financial needs, secure funding,

CO4) Learners should get the concept of social entrepreneurship

Module 1

Unit 1: Entrepreneurship Management and Development

a) Entrepreneurship – Definition and Concept and Importance, Entrepreneurship in India , Types of Entrepreneurs, Socio- Cultural Factors in Entrepreneurship Development , Barriers to Entrepreneurship

b) Theories of Entrepreneurship- Schumpeter Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness, Social Entrepreneurship

Unit 2: Launching and Managing Entrepreneurial Venture

a) Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship, Legal and Regulatory Considerations

b) Financial Analysis of Entrepreneurial Venture- Significance, Tools of Financial Analysis, government grants, and angel investors

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Module 2

Unit 3: Project Formulation and Management

a) Process for identifying potential business ideas and selection of a project, Market Analysis and Research, Steps for project formulation or starting a new venture, Project Design and network analysis

b) Innovation and Creativity in Entrepreneurship, Lean Startup Methodology, Developing a comprehensive business plan, venture's vision, mission, strategies, and financial projections, factors affecting selection of plant location

Unit 4: Incentives and Assistance for Growth and Sustainability of Entrepreneurship

a) Classification of incentives – Financial, Non-financial, Subsidy and bounty, Tax based, Managing Growth **-** Strategies for scaling up the venture, Zig-Zag principles of entrepreneurship (reasons of failure and ways to success).

b) National Policy for Skill Development (NPSD) The National Institute for Entrepreneurship and Small Business Development (NIESBD), District Industry Centre (DIC), National Alliance of young Entrepreneurs (NAYE), Successful Entrepreneurs at World and India Level, Women Entrepreneurship

References:

- Anil Kumar S, Poornima S.C., Mini K. Abraham, Jayashree. K. (2003),
- Entrepreneurship Development New Delhi, New Age International Publishers.
- Bhowmik S.R, Bhowmik. M (2008), Entrepreneurship, New Age International Publishers
- Michael Gerber (2009) **The E-Myth Revisited: Why Most Small Businesses Don't Work and What To Do About**
- Peter F. Drucker (1985) **Innovation and Entrepreneurship**
- Eric Ries (2011) **The Lean Startup**
- Alexander Osterwalder and Yves Pigneur (2010)**Business Model Generation by**
- Geoffrey A. Moore (1991) **Crossing the Chasm**
- Hisrich Robert D/ Peters Micheal (2002) Entrepreneurship. Tata McGraw Hill New Delhi
- P.N. Sing, J. C. SabooDr. P. N. Singh. Entrepreneurial Management. Centre for HRD.
- Pawan Kumar Sharma. Development Banks and Entrepreneurship Promotion in India- Mittal Publication

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- H. Sadhak. The Role of Entrepreneurs in Backward Areas. Daya Publishing house
- Poornima M. Charantimath. Entrepreneurship Development and Small Business Enterprise. Dorling Kindersely Publisher
- Laxmisha A. S..(2004). Entrepreneurial Development Role of Financial Institutions. Jaipur, Mangal Deep.
- Colombo Plan (1998) Entrepreneurial Development. New Delhi, Tata McGraw Hill.
- G. S. Batra and R. C. Dangal. Entrepreneurship Small Scale Industries. Deep & Deep Publications Pvt.Ltd.
- ManasPandey. WTO and Entrepreneurship Development. Shree Publishers and Distributors
- Sami Uddin. Entrepreneurship Development in India. Mittal Publication
- Vasant Desai. Entrepreneurial Development by (3 Volumes) Himalayan Pub House

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Mandatory 2

Programme Name: M. Com (Business Management)

Course Name: Marketing Strategies and practices

TotalCredits:04 **TotalMarks:100**

Universityassessment:50 **Collegeassessment:50**

Prerequisite:

PROGRAM OUTCOME (COURSE OUTCOME)

1	Utilise information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies
2	Evaluate and act upon the ethical and environmental concerns linked to marketing activities

Course Objective:

Sr.No	Course Objective
CO1.	**To make the learners aware about conceptual knowledge and evolution of Marketing strategies and practices..**
CO2.	**To familiarize the learners with the evaluatation of the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings**

Course Outcome	
Students will be able to Identify, define and analyze problems and identify or create processes to solve them	
Students will be able to Identify and evaluate social, cultural, global, ethical and environmental responsibilities and issues	

Proposed Syllabus
Module -1 **Unit-1- Introduction to Marketing Strategies** A. Introduction: Marketing Strategies Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps, B. Marketing Opportunities and Plan, Green and Guerrilla Marketing Strategies

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Unit-2-Developing Marketing Strategies & Plans

A. Marketing Strategy Implementation - Steps, Marketing Mix 4 P's, Alternative Marketing Mix Prepositions- Profit, People, and Planet.

B. Marketing Plans: Marketing Planning- Importance, Types, Strategic Business Unit - Structure, SWOT Analysis, Defensive Marketing Strategies: Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defence Strategies.

Module-2

Unit-3- Market Environmental Trends & Building Customer Value

A. Environmental Analysis: Analysing the Macro Environment, Theories of Marketing Customer Perceived Value (CPV).

B. Customer Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques Customer Loyalty: Importance

Unit-4-Use of Artificial Intelligence in Marketing of products and services

A. Meaning of Omni Channels, Brick and Mortar marketing strategies

B. Artificial Intelligence (AI) strategies of marketing--- product level AI strategy, Business level AI strategy, Marketing and Advertising level AI Strategy

Course Outcome:

After completion of Course the students will be able to

References of books:

1. Aaker, D and Joachimsthaler, E (2000) Brand leadership, The Free Press
2. Assael, H. (1992) Consumer Behaviour and Marketing Action, 4th Edition, USA: PWS-Kent
3. Hoyer, W.D. and MacInnis, D.J. (2001) Consumer Behaviour, 2nd Edition, USA: Houghton Mifflin Company
4. Baker, M. (2000) Marketing Management and Strategy, 3rd edition, Macmillan Business.
5. Blythe, J. (2001) Essentials of Marketing, 2nd edition, Prentice Hall
6. Booms, B.H. and Bitner, M.J. (1981), Marketing strategies and organisation structures for service firms, in Marketing of Services, J. Donnelly and W.R. George (eds), American Marketing Association
7. Brassington, F and Pettitt, S, (2000), Principles of Marketing, Second Edition, Prentice Hall, Harlow
8. Brooks, I and Weatherston, J. (1997) The Business Environment. Challenges and Changes, Prentice Hall.

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9. Chisnall, P.M. (1997) Marketing Research, Fifth Edition, London: McGraw-Hill
10. Davies, M. (1998) Understanding Marketing, 1st edition. Prentice Hall
11. Ellwood, I. (2002) The Essential Brand book, Kogan Page Limited
12. Fill, C (2002) Marketing Communications, Contexts, strategies and applications, Prentice Hall
13. Gabriel, Y & Lang, T, (1995), The Unmanageable Consumer, Sage, London
14. Hoffman ,D & Novak, T, (1996), 'Marketing in Hypermedia Computer-mediated Environments: Conceptual Foundations', Journal of Marketing, Vol 60(July), pp50-68
15. Kapferer, J. (1997) Strategic Brand Management, Kogan Page
16. Keller, K (1998) Strategic Brand Management, Building, measuring and managing brand equity, Kogan Page, London
17. Kotler, P, Armstrong, G, Saunders, J and Wong, V, (2001), Principles of Marketing: Third European Edition, Prentice Hall, Harlow

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Mandatory 3

Programme Name: M.Com (Business Management)

Course Name: Talent Management

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

University Assessment: 50 **College Assessment: 50**

Prerequisite:

Learning Objectives

a) To enable the learners to internalise their strengths , work on their capabilities through understanding the concept and importance of talent management

b) The course would enable the students to understand the growing importance of talent management in day to day life of a person.

c) To acquaint the learners with understanding talent management and its benefits in work place

Course Outcomes

C1. Understand the concept of Talent Management

C2. Analyse the attributes contributing to talent management

Module 1

Unit 1 Talent Management

A. Meaning of Talent Management, McKinsey (1990) definition of Talent Management, Challenges of Talent Management like ------ Ignorance of 'B-players, changing workforce demographics, fill the gap between Talented Employees and Potential Talent, absence of a clear plan and strategy to develop skills and capacity at all levels for all employees, Demand - Supply Gap, Transparent Talent Management System, Senior Employees, Gap between corporate requirements and Educational System, Cost Factor, Talent Retention, Higher salaries and good working environment, Fair Performance Management System, Succession Planning, Career Management

B. Functions of Talent Management, 3Cs of Talent Management – Competency, Commitment and Contribution, Talent Acquisition, Talent Management and Organizational Culture, Talent Management Implementation – Top Management Perspective, Human Resource Managers' Perspective

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Unit 2 Talent Management Practices

A Job Related Factors of --- Job Design, Role Design, Job Rotation, Career Development, Succession Planning Recruitment & Selection Related Factors of Talent Management Internal Recruitment, External Recruitment, Selection Process Techniques

B. Training & Appraisal Related Factors of Talent Management **–** Internal Coaching, Mentoring & Buddy System, Performance Management System, 360 degree feedback and rigorous assessment Employee Key Related Factors of Talent ManagementEmployee Engagement**,** Employee Retention**,** Employee Performance, HR System,

Compensation management

Module 2

Unit 3 Talent Management in Indian Service Sectors & Public Sector Undertakings

A. Meaning of Indian Service Sectors, Talent Management in Indian Service Sectors – Oil & Gas Sector, Insurance Sector, Banking Sector, Education Se4ctor, Power Sector, IT Sector , Hotel Industry, Health Care sector

B. Meaning of Public Sector Undertakings, Talent Management inPublic Sector Undertakings- Rashtriya Chemicals & Fertilizers Limited (RCF), Public Sector --Railways

Unit 4 Talent Crunch

A. Meaning of Talent Crunch, Talent Crunch Constituents ----- Industry rigid Policies of Recruitment, selection and retention of employees, Academia – Conventional Education versus Professional Education, Government machinery factors contributing to talent crunch – Nepotism and Redtapism

B. Government Driven measures to tackle talent crunch problems- Making Primary and Secondary Education and higher education relevant to Industry needs, National Education Policies --- 1986 and NEP 2020, Role of Government and Industry/Organisations in building skilled talents in youth ----- Ministry of Skill Development and Entrepreneurship (MSDE), Indian Chamber of Commerce for Affirmative Action (ICCAA), National Council of Educational Research and Training (NCERT), Institute of Chartered Accountants of India (ICAI), Confederation of Indian Industry (CII)

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Reference

1. Scott Keller and Mary Meany- Attracting and Retaining Talent , November 2017, Mckinsey& Company
2. StaffanNilson, Per-Erik Ellstrom, 2012, Employability and talent Management challenges for HRD Practices , European Journal for Training and Development Vol 36, No 1
3. Michaels Ed, Helen Handfield - Jones , Beth Axelrod, 2001—The War for Talent, Harvard Business School Press, McKinsey&Company,Inc, USA
4. Matthew Guthridge, Asmus B Kommamd Emily Lawson, 2008, Making Talent a strategic Priority, The Mckinsey Quarterly : The Online Journal of Mckinsey& Co

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Mandatory 4

Programme Name: M. Com (Business Management) Course Name: Social Media Marketing

TotalCredits:02	**TotalMarks:50**
Universityassessment:25	**Collegeassessment:25**
Prerequisite:	

Learning Objectives:

- To understand the history and impact of social media on individuals and society.
- To identify the different types of social media platforms and their functionalities.
- To develop strategies for creating engaging and effective social media content.
- To foster a critical understanding of online identity and digital citizenship.
- To explore the ethical considerations and potential risks associated with social media use.

Course Outcomes:

CO1) Learner should understand a Social media and its impact on individuals, businesses, and society.

CO2) Learners can identify and compare popular social media platforms based on their functionalities and target audiences.

CO3) Learners will able to explain core social media marketing concepts like content strategy, engagement, and community management.

CO4) Learners will be develop a personal social media audit to evaluate your online presence.

Module 1

Unit 1 Introduction and Platforms of Social Media

A) Definition and evolution of social media, The impact of social media on individual and society's culture (Pros and Cons), The ethical considerations of social media use, The rise of Web 2.0 and user-generated content,

B) Types of social media platforms: Facebook, Instagram, YouTube, LinkedIn features, and strategies for personal and professional use, Twitter: content creation, hashtags, and real-time communication, Develop a personal social media audit to evaluate your online presence

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Module 2

Unit 2 New Trends: Social Media Strategy and Applications

A) Social media marketing strategies and tactics, Social media for Individuals and Careers, Personal branding and professional networking, Using social media for job searching and career development, Maintaining a positive online presence

B) Crafting compelling social media content: Text, visuals, and storytelling techniques, Emerging trends and new technologies, The impact of AI, and blockchain on social media, Cyberbullying and online harassment

References:

- Ahuja V (2015). Digital Marketing. Oxford University Press.
- Blanchard, O. (2011). Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization. United Kingdom: Pearson Education.
- Charlesworth, A. (2014). An Introduction to Social Media Marketing. United Kingdom: Taylor & Francis.
- Gupta, S. (2020). Digital Marketing. India: McGraw Hill Education (India) Private Limited.
- Johnson, S. (2020). Social Media Marketing: Secret Strategies for Advertising Your Business and Personal Brand on Instagram, YouTube, Twitter, And Facebook. A Guide to being an Influencer of Millions. Italy: Andrea Astemio.
- Keller, K. L., Kotler, P. (2016). Marketing Management. India: Pearson Education.
- MaityM(2022). Digital Marketing. Oxford University Press.
- Mathur,V. &Arora,S. Digital Marketing PHI Learning
- McDonald, J. (2016). Social Media Marketing Workbook: How to Use Social Media for Business. United States: CreateSpace Independent Publishing Platform.
- Parker, J., Roberts, M. L., Zahay, D., Barker, D. I., Barker, M. (2022). Social Media Marketing: A Strategic Approach. United States: Cengage Learning.
- Quesenberry, K. A. (2015). Social Media Strategy: Marketing and Advertising in the Consumer Revolution. United States: Rowman& Littlefield Publishers.
- Rishi, B., Tuten, T.L., (2020) Social Media Marketing, 3ed., Sage Textbook Setiawan, I., Kartajaya, H., Kotler, P. (2016). Marketing 4.0: Moving from Traditional to Digital. Germany: Wi

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Elective 1

M.Com.-Business Management- (Sem III) Course Title: Business Environment

TotalCredits:04 **TotalMarks:100**
Universityassessment:50 **Collegeassessment:50**
Prerequisite:

MODULE I

Unit 1 Introduction to Business Environment

A) Business Environment: Meaning and Nature of Modern Business, Environment of Business, Economic System, Macro Economic Scenario, Neo-liberal Profile of the Economy(LPG),

B) Business Environment & Strategic Management, Internal Environment, External Environment, Political & Business Society, Consumerism.

Unit 2 Political and Economic Environment

A) Business and Government - in Indian Perspective: Economic Roles of the State andGovernment,EconomicPlanninginIndia,ExportImportPolicy,TradeLiberalization,

B) Monetary and Fiscal Policy, Industrial Policy Resolution in India, Indian Economic Policies, Disinvestment Policy, Taxation Policy, Privatization, Industrial Sickness.

MODULE II

Unit 3 Financial and Technological Environment

A) FinancialEnvironment:IndianMoneyMarket,CapitalMarketinIndia,StockMarket Regulations,

Currency Convertibility, Exchange Rate Management, RBI, Stock Exchange, Non-Banking Financial Corporation, Capital Market Reforms and Development, Features

B) ImpactofTechnologyonbusiness,OnlineServices,Advantage,Ecommerce,Artificial Intelligence in Business, Scope, Benefits and Issues.

Unit 4 Global Environment and Sustainable Development

A) GlobalEnvironmentandSustainableDevelopment:Nature,ManifestationsofGlobalization,BenefitsfromMNCs,StrategiesinGlobalization,FunctionsofWTO,GATT,GATSanditsimplications In India. Global EnvironmentalIssues,

B) SustainableDevelopment,RelevanceinModernBusinessManagingEnvironmentalIssues, Environmental Management as a Competitive Advantage, Role of Govt. inEnvironmental Regulations

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M.COM. (BUSINESS MANAGEMENT)

Research Project

Semester III | 4 credits

The programme credit structure assigns 4 credits to the Research Project in Semester III. The postgraduate research project guidelines list 120 project hours for this semester.

Circular No. 215 sets out the requirements for supervision, documentation and evaluation. Refer to its assessment section for the applicable semester.

University of Mumbai Research Project guidelines (Circular No. 215)

Source for credits: University of Mumbai programme credit structure.

Mandatory 1

Programme Name: M.Com (Business Management)

Course Name: Corporate Restructuring

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

Universityassessment:50 College assessment:50

Prerequisite:

Preamble

Introduction

Corporate restructuring has to be studies by the learners for gaining the knowledge about the corporate financial structure, operations, or ownership to improve its performance and financial health. It often involves significant changes to a company's capital structure, asset base, or organizational structure. It can take many forms, such as mergers, acquisitions, divestitures, debt restructuring, or organizational reconfigurations.

Aims and Objectives

- To acquaint the learners with the concept and relevance of corporate restructuring and regulatory framework
- To enable learners to understand about strategic restructuring
- To give knowledge about the relevance of Financial Distress & Debt Restructuring
- To familiarise with the term and elements of operational restructuring

Learning Outcomes

- By the end of the course, the student will be able to apply the knowledge of need, types and scope of corporate restructuring
- Students will learn the Strategic Analysis and Formulation, SWOT and Joint venture
- Learner will understand the financial restructuring with the help of Financial Instruments and Techniques
- Learners will be equipped with the cost reduction and efficiency improvement under operational restructuring

Module 1

Unit 1: Introduction To Corporate Restructuring

a) **Concept of Corporate Restructuring:** Definition, Objectives, Need and Scope.
Types of Corporate Restructuring: Vital Players in Corporate Restructuring**:**

b) **Legal and Regulatory Framework:** Relevant Laws and Regulations Governing Corporate Restructuring in India, Competition Law 2002, SEBI (Securities And Exchange Board Of India) Takeover Code 2011.

Unit 2: Strategic Restructuring

a) **Strategic Analysis and Formulation:** SWOT Analysis, Porter's Five Forces, Types of Mergers and Acquisitions, Divestitures Business Divisions, and Spin-Off Strategies.

b) **Joint Ventures and Strategic Alliances:** Advantages and Formation of Joint Ventures, Advantages and Risk Management of Strategic Alliances. Corporate Turnaround Strategies and Crisis Management, Exit Strategies.

Module 2

Unit 1: Financial Restructuring

a) **Financial Distress & Debt Restructuring:** Symptoms, Causes, and Consequences. Concept and Rescheduling of Debt Restructuring, Concept and Importance of Capital Restructuring

b) **Financial Instruments and Techniques:** Meaning, Importance and Types, Role of Financial Institutions and Creditors**:** Banks, Financial Institutions, and Debt Recovery Tribunals.

Unit 2: Operational Restructuring

a) **Operational Review and Diagnosis:** Benchmarking, and Performance Measurement. Business Process Reengineering**:** Steps in Process Mapping, Process Redesign, and Automation.

b) **Cost Reduction and Efficiency Improvement:** Cost Cutting Measures and Principles of Lean Manufacturing, Meaning of Liability Management. **Human Resource Restructuring:** Workforce Reduction, Retraining, and Redeployment.

References

- *Weston, Fred; Chung, Kwang S. and Siu, Jon A.:(2000) Takeovers, Restructuring and Corporate Governance, Pearson Education.*
- *Das Bhagaban: Corporate Restructuring, Merger, Acquisition and Other Forms, Himalaya Publishing House.*
- *Godbole Prasad G (2013) Merger, Acquisitions and Corporate Restructuring, Vikas.*
- *Khan Sheeba and Kapil Kanwal N.: (2022) Merger and Acquisitions, Wiley.*
- *Brealey, R. A., Myers, S. C., & Allen, F. (2021). Principles of Corporate Finance. McGraw-Hill Education.*
- *Ross, S. A., Westerfield, R. W., & Jaffe, J. (2021). Corporate Finance. McGraw-Hill Education.*
- ***Academic Journals:***
- *Journal of Financial Economics*
- *Journal of Corporate Finance*
- *Review of Financial Studies*
- ***Online Resources:***
- *Investopedia*
- *Corporate Finance Institute*
- *SEC EDGAR Databa*

Mandatory 2
Programme Name: M. Com (Business Management)
Course Name: Service Industry

TotalCredits:04 **Total Marks :100**
University assessment: 50 **College assessment:50**
Prerequisite:

Course Objectives:

- To understand the concept of service industry, its importance, scope and types.
- To study the operations of service industry.
- To enable the learners about the role of human resources in the service industries.
- To understand the marketing and sales strategies in the service industries.

Course Outcomes:

- Learner would be able to cleared the concepts of service industry, its importance, scope and types.
- They will come to know how the service industry operates?
- Learner finds out the significant role of human resource in the service industry.
- Learner understands the marketing and sales strategies used in service industry.

Module-I

Unit-1: Service Industries

a. Definition and scope of the service industry, Importance of the service industry in the global economy
b. Types of Service Industries & their contribution in economy-Hospitality and tourism, Healthcare and wellness, Financial services, Education and training, Information technology and software services

Unit-2: Service Industry Operations

a. Service design and development, Service delivery and execution, Service quality management
b. Customer relationship management, Supply chain management in services

Module-II

Unit-1: Human Resources in the Service Industry

a. Recruitment and selection in services, Training and development for service staff
b. Performance management and appraisal, Employee engagement and retention, Diversity and inclusion in service organizations

Unit-2 Marketing and Sales in the Service Industry

a. Service marketing strategies, Branding and positioning in services, Pricing strategies for services
b. Sales and revenue management in services, Digital marketing for service industries

References:

1. "Customer Experience: What, How, and Why Now" by Arian Hamilton, Rouledge, 2019
2. "Customer Experience Management: A Case Study Approach" by J. N. Krishnan and A. K. Jain, SAGE Publications, 2019
3. "Delivering Happiness: A Path to Profits, Passion, and Purpose" by Tony Hsieh
4. "Digital Transformation in Service Industries" by Anuj Prasad and Saurabh Srivastava, Taylor & Francis, 2019
5. "Digital Transformation: A Roadmap for Billion-Dollar Organizations" by Gerald C. Kane, MIT Press, 2020
6. Human Resource Management in Service Industries" by S. K. Goyal and V. K. Gupta, SAGE Publications, 2017
7. "Human Resource Management in the Hospitality Industry" by Karen E. Breiter and Robert H. Woods, Routledge, 2019
8. "Innovation in Services: A Case Study Approach" by J. N. Krishnan and A. K. Jain, SAGE Publications, 2020
9. "Marketing of Services" by S. Ramesh Kumar, Oxford University Press, 2012
10. "Operations Management in Service Industries" by J. R. K. Rao and S. Ramesh Kumar, Tata McGraw-Hill Education, 2014
11. "Operations Management for Services" by Robert B. Handfield and Ernest L. Nichols, McGraw-Hill Education, 2019
12. "Service Quality and Human Resource Management" by Jochen Wirtz and Christopher Lovelock, Routledge, 2020
13. "Service Operations Management" by Robert Johnston and Graham Clark, Pearson Education, 2018
14. "Service Quality: Research Perspectives" edited by Stephen W. Brown, Evert Gummesson, and Bo Edvardsson, Routledge, 2018
15. "Services Marketing: Text and Cases" by J. R. K. Rao, Tata McGraw-Hill Education, 2017
16. "Service Management: A Strategic Approach" by S. K. Goyal and V. K. Gupta SAGE Publications, 2015
17. "Service Design: A Practitioner's Guide" by Anuj Prasad and Saurabh Srivastava Taylor & Francis, 2018
18. "Service Operations Management: A Case Study Approach" by S. K. Goyal and V. K. Gupta, SAGE Publications, 2016
19. Service Management: Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons, McGraw-Hill Education, 2017
20. Services Marketing: Integrating Customer Focus Across the Firm by Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler, McGraw-Hill Education, 2017
21. "Training for Service Quality" by Graham Clark, Routledge, 2020.
22. "Training and Development in Service Industries" by J. R. K. Rao and S. Ramesh Kumar, Tata McGraw-Hill Education, 2015

Mandatory 4

Programme Name: M.Com (Business Management)

Course Name: Advertising

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

Universityassessment:50 College assessment:50

Prerequisite:

Introduction

Advertising teaches students about the art of persuasion, how to craft compelling messages, understand consumer behaviour, and analyse the strategies used to influence buying decisions. They learn to create effective advertising campaigns, utilizing various media channels to reach target audiences. Additionally, students gain insights into advertising agency, media schedule and the ethical considerations and social impact of advertising.

Aims and Objectives

- To Know about the basics of advertising and the various models of communication.
- To Enable learners to understand the concept of advertising agency and Media
- To Know about the creativity and advertising production
- To Develop a sense of regulations and ethics

Learning Outcomes

- By the end of the course, Students will be able to define key advertising concepts such as art of persuasion, ad communication process and various advertising models
- Students will learn functions of advertising agency and media planning,
- Learner will comprehend with the creative process and production of the advertising design
- Learners will be equipped with Legal Framework of Advertising and ethical practices

Module 1

Unit 1: Fundamental of Advertising

a) **Introduction to Advertising:** Definition, features, and evolution of advertising, advertising as an art of persuasion, Role of advertising, Types of advertising, Advertising Communication Process:

b) **Advertising Models:** Setting SMART advertising objectives, Behavioural Model (E.K. Strong AIDA), DAGMAR Model (Russell Colley), Hierarchy of Effects (Lavidge and Steiners

Unit 2: Functions of Ad agency and Media

a) Ad Agency : Various Functional Department, Types, Measures for gaining and reasons for loosing clients, Evaluation Criteria for Selecting an Advertising Agency, Methods of budgeting, professional courses

b) **Media Planning:** Classification of Media (Indoor, Outdoor- OOH and Digital), Media selection criteria (reach, frequency, GRP), Measuring media effectiveness, Post-campaign analysis

Module 2

Unit 1: Advertising Creativity and Production

a) **Creative Process:** Generating creative ideas, Role of art directors and copywriters, Writing effective headlines, body copy, and slogans, Storytelling techniques, Persuasive language and style

b) **Advertising Design & Production:** Layout and design principles, Use of colour and typography, The production process (pre-production, production, post-production) Pre-test and post-test methods

Unit 2: Advertising Regulation and Ethics

a) **Advertising Regulation:** Legal Framework of Advertising, Role of Information and Broadcasting Ministry (IBM), Self-Regulatory Bodies –Advertising Standards Council of India(ASCI) and Indian Broadcasting Foundation(IBF)

b) **Advertising Ethics:** Social responsibility of advertisers, Ethical issues in advertising, Ethical guidelines and codes of conduct, Impact on culture and society, Controversial advertising campaigns

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. *Kazmi, S. H. H., & Batra, S. K. (2016). Advertising and sales promotion. Tata McGraw-Hill Education.*
8. *Sen, S., & Bhattacharya, S. (2018). The impact of celebrity endorsements on consumer purchase intention in India. Vikalpa, 43(3), 39-52.*
9. *Sharma, A. (2023, April 5). The rise of influencer marketing in India. The Economic Times.*
10. *Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: Research findings and future priorities. Marketing Science, 25(6), 740-759.*
11. *World Advertising Research Center. WARC. Retrieved from https://www.warc.com/*
12. *American Marketing Association. (2023). About the AMA. https://www.ama.org/*

- *Journal Articles:*
    - *Journal of Advertising Research*
    - *Journal of Advertising*
    - *Journal of Marketing Research*
    - *Journal of Consumer Research*

ELECTIVES
WOMEN LEADERSHIP

Credits 4

Course Objectives:

1. To acquire conceptual knowledge of leadership.
2. To gain knowledge on various aspects related to women leadership.
3. To understand the issues and challenges faced by Women leaders
4. To get insight on women in business and management and their success stories.

Course Outcomes:

1. There will be conceptual clarity among learners on leadership.
2. Learners will acquire knowledge about women leadership.
3. Learners will sensitize on issues & challenges faced by women leaders.
4. Learners will gain insight about women in business & management.

MODULE – 1

Unit 1: INTRODUCTION TO LEADERSHIP:

a. Meaning of Leadership, Definition and Scope of leadership, Qualities of a leader, Role of a leader
b. Introduction and overview of leadership theories (transformational, transactional, servant leadership), Leadership Styles, Leadership Ethics.

Unit 2: WOMEN IN LEADERSHIP:

a. Concept, Significance of women leadership, Feminine Leadership Qualities, Feminist leadership principles, Historical perspectives: Pioneers of women leadership across cultures
b. Gender dynamics in leadership: Stereotypes and barriers, Gendered perspectives on leadership styles, Representation of Women in Different Sectors.

MODULE - 2

Unit 1: GENERAL ISSUES & CHALLENGES FACED BY WOMEN LEADERS:

a. Social, Cultural & Institutional Barriers, Glass Ceiling & Glass Cliff Phenomena, Work life Balance and Gendered expectations,
b. Difference between Social communication and Networking between men & women, Challenges faced by women leaders.

Unit 2: WOMEN LEADERSHIP IN BUSINESS AND MANAGEMENT:

a. Managerial Skills for Women, Emotional Intelligence and Decision-Making, Building and Leading Teams, Strategic Leadership and Vision, Leadership in Action
b. Women in employment and entrepreneurship, Super Woman Concept, Case studies on successful Women Entrepreneurs and Leaders in Indian Corporate Sector

References:

- "The Leadership Sutra: An Indian Approach to Lead by Wisdom" by Devdutt Pattanaik.
- “Women Who Lead" by Naina Lal Kidwai
- "Lead Like a Woman" by Sangita Reddy
- Indian women in leadership by Rajashi Ghosh, Gary N. McLean · 2018 by Springer
- Gender and women’s leadership: A reference handbook by Karen O’ Connor, Sage Publication
- Women and Leadership by Deborah L. Rhode by Oxford University Press
- Remarkable Contributions: India’s Women Leaders and Management Practices by Akanksha Anand , Cambridge Scholars Publishing
- Leadership by Proxy: the Story of women in corporate India by Poonam Barua , Bloomsbury India Pvt. Ltd.
- Most successful Female Entrepreneurs of India by Garishma Vijay, Capt. Shekhar Gupta, Notionpress
- Research Anthology on Challenges for Women in Leadership Roles by American Association Information Resources.
- Why Do So Many Incompetent Men Become Leaders?: (And How to Fix It) by Tomas Chamorro-Premuzic , Harvard Business Press.

M.COM. (BUSINESS MANAGEMENT)

Research Project

Semester IV | 6 credits

The programme credit structure assigns 6 credits to the Research Project in Semester IV. The postgraduate research project guidelines list 180 project hours for this semester.

Circular No. 215 sets out the requirements for supervision, documentation and evaluation. Refer to its assessment section for the applicable semester.

University of Mumbai Research Project guidelines (Circular No. 215)

Source for credits: University of Mumbai programme credit structure.