

# As Per NEP 2020

## University of Mumbai



### Title of the program

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

### Syllabus for

### Semester – Sem I to II

Ref: GR dated 20<sup>th</sup> 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 |   |
|----------|----------------------------|-------------|---|
| <b>1</b> | <b>Title of program</b>    | <b>A</b>    | U.G. Certificate in B. Com. (Management Studies)  |
|          | <b>O: _____A</b>           | <b>B</b>    | U.G. Diploma in B. Com. (Management Studies)  |
|          | <b>O: _____B</b>           | <b>C</b>    | Bachelor of Commerce (Management Studies)   |
|          | <b>O: _____C</b>           | <b>D</b>    | Bachelor of Commerce (Management Studies) (Hons.)   |
|          | <b>O: _____D</b>           | <b>E</b>    | Bachelor of Commerce (Management Studies) (Hons. with Research)   |
| <b>2</b> | <b>Eligibility</b>         | <b>A</b>    | 12 <sup>th</sup> Passed <b>OR</b> Passed Equivalent Academic Level 4.0  |
|          | <b>O: _____A</b>           | <b>B</b>    | Under Graduate Certificate in Management Studies <b>OR</b> Passed Equivalent Academic Level 4.5                   |
|          | <b>O: _____B</b>           | <b>C</b>    | Under Graduate Diploma in Management Studies <b>OR</b> Passed Equivalent Academic Level 5.0                       |
|          | <b>O: _____C</b>           | <b>D</b>    | Bachelor of Commerce (Management Studies) with minimum CGPA of 7.5 <b>OR</b> Passed Equivalent Academic Level 5.5 |
|          | <b>O: _____D</b>           | <b>E</b>    | Bachelor of Commerce (Management Studies) with minimum CGPA of 7.5 <b>OR</b> Passed Equivalent Academic Level 5.5 |
| <b>3</b> | <b>Duration of program</b> | <b>A</b>    | One Year  |
|          | <b>R: _____</b>            | <b>B</b>    | Two Years   |
|          |                            | <b>C</b>    | Three Years   |
|          |                            | <b>D</b>    | Four Years  |
|          |                            | <b>E</b>    | Four Years  |
| <b>4</b> | <b>Intake Capacity</b>     | <b>60</b>   |   |
|          | <b>R: _____</b>            |             |   |

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

Sign of the BOS  
Chairman  
Prof. Dr. Kanchan  
Fulmali  
BOS in BMS

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

Sign of the  
Offg. Associate  
Dean  
Prin. Kishori Bhagat  
Faculty of  
Management

Sign of the  
Offg. Dean  
Prof. Kavita Laghate  
Faculty of  
Commerce &  
Management

# Preamble

## 1) Introduction

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

## 2) Aims and Objectives

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

## 3) Learning Outcomes

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

## 4) Any other point (if any)

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

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

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

**Credit Structure (Sem. I & II)**

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

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

**Credit Structure (Sem. III & IV)**

| R: _____ C  |  |           |           |       |    |   |                 |                                |                 |                  |
|---|--|-----------|-----------|-------|----|---|-----------------|--------------------------------|-----------------|------------------|
| Level   | Semester   | Major     |           | Minor | OE | VSC, SEC (VSEC)   | AE C, VE C, IKS | OJT, FP, CEP, CC,RP            | Cum. Cr. / Sem. | Degree/ Cum. Cr. |
|   |  | Mandatory | Electives |       |    |   |                 |                                |                 |                  |
| 5.0   | III  | 8(2*4)    |           | 4     | 2  | VSC:2,<br>Marketing<br>Consumer behaviour (2)<br><br>Finance<br><br>Financial Statement Analysis (2)<br><br>HR<br>Recruitment and selection (2) | AEC:2           | FP: 2<br><br>CC:2<br><br>CC:2  | 22              | UG Diploma 88    |
|   | Marketing Introduction to Marketing Management (4)<br>Marketing Research (4)<br>Finance Introduction to Financial services (4)<br>Financial Management (4)<br>HR Introduction to HRM (4)<br>Training & Development (4) |           |           |       |    |   |                 |                                |                 |                  |
| R: _____ D  |  |           |           |       |    |   |                 |                                |                 |                  |
|   | IV   | 8         |           | 4     | 2  | SEC:2<br>Marketing<br>Ad Making (2)<br><br>Finance<br><br>Financial Inclusion Skills in Youth (2)<br><br>HR<br>Organisational Development       | AEC:2           | CEP: 2<br><br>CC:2<br><br>CC:2 | 22              |                  |
|   | Cum Cr.  | 28        |           | 10    | 12 | 6+6   | 8+4+2           | 8+4                            | 88              |                  |
| <p align="center"><b>Exit option; Award of UG Diploma in Major and Minor with 80-88 credits and an additional 4 credits core NSQF course/ Internship OR Continue with Major and Minor</b></p> |  |           |           |       |    |   |                 |                                |                 |                  |

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

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

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

# Sem. - I



## **Mandatory 1**

**Programme Name: B. Com. (Management Studies)**

**Course Name: Principles of Management -I**

**Total Credits: 04**

**Total Marks :100**

**University assessment :60**

**College assessment :40**

### **Learning Objectives:**

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

### **Course Outcomes:**

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

### **Module 1:**

#### **Unit 1: Introduction to Management & Managerial Thoughts**

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

#### **Unit 2: Management Thoughts**

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

### **Module 2:**

#### **Unit 3: Functions of Management -I**

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

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

#### **Unit 4: Functions of Management -II**

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

#### **References:**

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

## **Mandatory 1**

**Programme Name: B. Com. (Management Studies)**

**Course Name: Bhartiya Theory of Management Styles**

**Total Credits: 02**

**Total Marks :50**

**University assessment :30**

**College assessment :20**

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### **Learning Objectives:**

- a) To explore the learners with the concepts & terminologies of Bhartiya theories.
- b) To understand the need & implications of management styles of Bhartiya Theory.
- c) To acquaint with the information of Bhartiya theory & it's unique management styles.

### **Course Outcomes:**

CO1) Students will understand Bhartiya theory of management

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

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

### **Module 1:**

#### **Unit 1 Introduction of Bhartiya theory of Management styles**

- a) Definition of Bhartiya Management, evolution of Bhartiya/Indian Management, Management Styles based on Ancient Indian Wisdom,
- b) Concept and features of management styles, need of management styles, types of management style, Difference between Management and Leadership.

### **Module 2:**

#### **Unit 2 Six Universal Management Styles of Bhartiya Theory**

- a) Purpose of Management – Contemporary Thought, Management by Self-Transformation, Management by Good Counsel, Management by Time
- b) Management by Luminous Unactivity, Management by Passionate Activity, and Management by Indolent Activity, Benefits and Bhartiya theory,

**References:**

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

## VSC/SEC

**Programme Name: B. Com. (Management Studies)**

**Course Name: Information Technology in Business Management**

**Total Credits: 02**

**Total Marks :50**

**University assessment :30**

**College assessment :20**

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### **Course Objectives:**

- a) To learn basic IT concepts and its role in management of business.
- b) To understand the basic concepts of Email, Internet and other domains
- c) To identify security aspects of Information Technology in Business and to mitigate them

### **Course Outcomes**

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

CO2) Learners will develop the professional email drafting skills.

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

### **Module 1**

#### **Unit 1 Introduction to IT Support in Management**

- a) Concept of Data, Information, Knowledge, and Database, Success and Failure Case studies of Information Technology, Major Areas of IT Applications in Management, Concept and Applications of Opens Source software,
- b) Introduction to Writing Professional Mails, Creating Digitally signed documents, emailing merged documents, Introduction to Bulk email software, Use of Microsoft Outlook – Configuring Outlook, Creating and Managing profile in Outlook,

### **Module 2**

#### **Unit 2 Emergence of E- commerce and M-Commerce**

- a) Definition and features of E- commerce and Mobile Commerce, Business Models of e-commerce – B2B, B2C, B2G, E Governance.
- b) Internet Technology – Basic concepts of Internet, Intranet, Extranet, Introduction to Artificial Intelligence, Machine Learning and Chat GPT, cyber Security threats and Measures,

## ***References***

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

**VSC/ SEC**

**Programme Name: B. Com. (Management Studies)**

**Course Name: Business Start-up Skills**

**Total Credits: 02**

**Total Marks :50**

**University assessment :30**

**College assessment :20**

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**Learning Objectives**

- a) To make students understand new venture creation opportunities, its resources, and requirements for Business Start-up.
- b) To encourage the students to adopt, adapt and innovate the strategies for new start-ups
- c) To motivate them for the survival of the fittest in the competitive business environment

**Course Outcome**

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

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

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

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

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

**Module 1:**

**Unit 1: Introduction to Business Start-ups**

- a. Introduction of Industry 4.0 and Industry 5.0 - Concept and features of Business Start-ups- Business Start-ups Ecosystem- Factors responsible for the growth of Business Start-ups in the Indian economy
- b. Competencies required for budding entrepreneurs - Essential Traits to become a successful budding entrepreneur - Women entrepreneurs and challenges before women entrepreneurs

**Module 2:**

**Unit 2: Initiatives to encourage Business Start-ups**

- a. The six forces of change- Government initiatives to encourage the Business Start-ups in India- Challenges faced by the Business Start-ups- Sources of funds and role of banking sector in development of Business Start-ups
- b. Start-ups Success and Failure stories (Case studies)- Introduction to functioning of Incubation Centre/ Entrepreneurial Development Cell – Ideations and Planning for business start-ups Initiatives taken by the educational institutions to encourage Business Start-ups (Practical /Activities)

**References:**

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



# Sem. – II

**Mandatory 1**

**Programme Name: B. Com. (Management Studies)**

**Course Name: Principles of Management -II**

**Total Credits: 04**

**Total Marks :100**

**University assessment :60**

**College assessment :40**

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**Learning Objectives:**

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

**Course Outcomes:**

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

**Module 1:**

**Unit 1: Functions of Management – III**

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

**Unit 2: Functions of Management -IV**

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

**Module 2:**

**Unit 3: Managerial Opportunities & Challenges - I**

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

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

#### **Unit 4: Managerial Opportunities & Challenges – II**

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

#### **References:**

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

**Mandatory 1**

**Programme Name: B. Com. (Management Studies)**

**Course Name: Global Management Theories and Styles**

**Total Credits: 02**

**Total Marks :50**

**University assessment :30**

**College assessment :20**

**Learning Objective**

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

**Course Outcome**

CO1) Students will learn about the core values and models of Organisational Development

CO2) Students will have a clear understanding of the global theories of motivation.

CO3) Students will have a clear understanding of the global theories of effective leadership.

CO4) Students will understand the different Management Styles followed across the globe

**Module I:**

**Unit 1 Introduction to Organizational Development and Global Motivation Theories**

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

**Module II:**

**Unit 2 Global Leadership Theories and Management Styles**

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

***References:***

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

**VSC/ SEC**

**Programme Name: B. Com. (Management Studies)**

**Course Name: Foreign exchange market and Derivatives**

**Total Credits: 02**

**Total Marks :50**

**University assessment :30**

**College assessment :20**

**Course Objectives:**

- a) To enable learners to obtain knowledge of foreign exchange markets across the globe as well as in the Indian context.
- b) To study the strategies of risk management with respect to foreign exchange.
- c) To understand about the derivative market of world and at Indian level

**Course outcome:**

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

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

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

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

**Module 1**

**Unit 1 Foreign Exchange Markets – an Overview**

- a) Concept, Features, Need, Participants, Functions, Structure of Forex Markets, Foreign Currency Accounts – VOSTRO, NOSTRO, LORO, Meaning and types of Foreign Exchange Risk, Role of Foreign Exchange Dealers Association of India.
- b) FERA and FEMA Regulations, Advantages - Limitations of Capital and Current Account Convertibility, Meaning - Advantages -Limitations of Fixed and Flexible Exchange Rate, Distinction between Fixed and Flexible Exchange Rate.

**Module 2**

**Unit 2 Derivatives Market**

- a) Definition of Derivatives, Features, Benefits of Derivatives, Disadvantages of Derivatives, , Introductions and significance of Index, Types of foreign Exchange Quotations, Basic Numerical Problems -Direct and Indirect quotes, Spread, Spread Percentage, Forward Rates, Cross rate
- b) Emerging Structure of Derivatives Markets in India - Types of Derivatives and Practical numerical problems on Spot, Forward, Futures, Options and Swaps,

## ***References***

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

VSC/ SEC  
**Programme Name: B. Com. (Management Studies)**

**Course Name: MS-OFFICE**

**Total Credits: 02**

**Total Marks :50**

**University assessment :30**

**College assessment :20**

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**Learning Objectives:**

- a) To enable learners to obtain hands on experience on word processing,
- b) To understand the preparation of Power Point for presentations.
- c) To acquire information about creating excel spreadsheets and data analysis

**Course Outcomes**

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

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

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

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

**Module 1**

**Unit 1 MS Word and MS Power Point**

- a) **MS Word** - Menu and Tool bars, Creating and Saving Document, Editing of Document, Formatting text, Changing space between paragraphs and lines, Creation and Modification and Formatting of tables, Insertion of Symbols, Special Characters, Smart Art, Watermarks, Page Formatting, Headers and Footers, Mail Merge- Concept and Uses.
- b) **MS Power Point** - Creating power point presentation, Presentation in different views, Inserting images, audios and videos, Creation of animation effects, Insertion of Designs, Slide Transitions, Slide Printing, Inserting Comments.

**Module 2**

**Unit 2 MS Excel – Basic and Advanced**

- a) Basic Excel- Creating, Saving and editing spreadsheets, Freezing panes & splitting windows, Drawing charts, Basic functions- Text, math, trig, Statistical, Date and time, Financial, Logical.
- b) Advanced Excel- Use of VLOOKUP, HLOOKUP, Data Analysis – Sorting, Filtering (Auto and Advanced Filter), Scenarios, Pivot Tables and Charts.



## ***References***

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

# QUESTION PAPER PATTERN (External and Internal)

## Paper Pattern 2 Credits (Total 50 Marks)

Internal = 20 Marks  
External = 30 Marks

### Internal Paper Pattern (20 Marks)

|  |           |   |
|--|-----------|---|
| 1. Project Presentation <b>OR</b> Case Study writing | } any one | 10 Marks  |
| 2. Quiz <b>OR</b> Group discussion                   |           |   |
| 3. Class Test (Mandatory) with objectives            |           | 10 Marks  |
| Total  |           | <hr style="width: 100px; margin-left: auto; margin-right: 0;"/> 20Marks |

### External Paper Pattern (30 Marks)

Write any **TWO** questions from the following

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

## Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks  
External = 60 Marks

### Internal Paper Pattern (40 Marks)

|   |                           |                |
|---|---------------------------|----------------|
| 1. Case Study writing <b>OR</b> Assignment                | } any two (10 Marks each) | 20 Marks       |
| 2. Quiz <b>OR</b> Group discussion <b>OR</b> Role Playing |                           |                |
| 3. Project Presentation <b>OR</b> Research Paper          |                           |                |
| 4. Class Test - (Mandatory) with Objective questions      |                           | 20 Marks       |
| Total   |                           | <hr/> 40 Marks |

### External Paper Pattern (60 Marks)

#### External Paper Pattern (60 Marks)




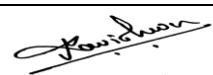



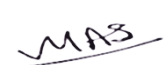
Write any **FOUR** questions from the following

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

**Letter Grades and Grade Points:**

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

### Team for Creation of Syllabus

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

## Justification for B.Com. (Management Studies)

|    |  |  |
|----|--|--|
| 1. | Necessity for starting the course:   | <ul style="list-style-type: none"> <li>To expose the learners to fundamentals of concept testing in the field of management studies.</li> <li>To equip the students through a bottom-up approach in understanding the global perspectives of managerial aspects in the economy.</li> <li>To provide a fillip to employability of learners through exploring the various dimensions of management studies.</li> </ul> |
| 2. | Whether the UGC has recommended the course:  | <b>Yes</b>   |
| 3. | Whether all the courses have commenced from the academic year 2024-25  | <b>Yes</b><br><b>Under the restructuring of NEP from the A. Y. 2024-25</b>   |
| 4. | The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?: | <b>Yes</b>   |
| 5. | To give details regarding the duration of the Course and is it possible to compress the course?:                                 | <b>First Term</b><br><b>Yes</b>  |
| 6. | The intake capacity of each course and no. of admissions given in the current academic year:                                     | <b>60/ Yes</b>   |
| 7. | Opportunities of Employability / Employment available after undertaking these courses:   | <b>Yes</b><br><b>In this core area of management studies, various practical and skillful courses are introduced in such a way that the students get job opportunities as per the industrial norms. It will help to generate enough employment opportunities.</b>   |

**Sign of the BOS  
Chairman  
Prof. Dr. Kanchan  
Fulmali  
BoS in B.Com.  
(Management Studies)**

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

**Sign of the  
Offg. Associate  
Dean  
Prin. Kishori Bhagat  
Faculty of  
Management**

**Sign of the  
Offg. Dean  
Prof. Kavita Laghate  
Faculty of  
Commerce &  
Management**

