University of Mumbai

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Email id - dr.aams@fort.mu.ac.in
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Academic Authorities,
Meetings &Services (AAMS)
Room No. 128, M. G. Road, Fort,
Mumbai – 400 032.
Tel. 022-68320033

Re- accredited with A ++ Grade (CGPA 3.65) by NAAC
Category- I University Status awarded by UGC

No.2026/May/AAMS/C-89/43633

Date: 13th May, 2026

CIRCULAR:-

Attention of all the Principals of the Affiliated Colleges & Autonomous Colleges, all Academic Heads of University Departments, the Directors of the Recognized Institutions/Centers, Director, Centre for Distance & Online Education, Director, Dharmaveer Anand Dighe Thane Sub-Campus, Co-ordinator, School of Engineering and Applied Sciences, Kalyan Sub-Campus, Director, Chitrakar Padmabhushan Dr.Dhananjay Keer Ratnagiri Sub-Campus, Director, Sindhudurg Sub-Campus, Principal, Vishwabhushan Bharatratna Dr. B. A. Ambedkar College, Ambadave, Ratnagiri and Principal, V.V. Dalvie College, Talere, Sindhudurg is invited to this office Circular No. AAMS/ICD/2025-26/ 37 of dated 27 May, 2025 relating to the NEP UG & PG Syllabus.

They are hereby informed that the recommendations made by the **Ad-hoc Board of Studies in Bachelor of Management Studies** at its meeting held on 20th January, 2026 vide item No.1 and subsequently passed by the Board of Deans at its meeting held on 11th February, 2026 vide item No. 7.5 (N) have been accepted by the Academic Council at its meeting held on 25th March, 2026 **vide** item No. 8.6 (N). In accordance therewith syllabus of **B.Com (Management Studies) (Sem V & VI) as per (NEP 2020** is introduced as per appendix with effect from the academic year 2026-27.

(The said circular is available on the University's website www.mu.ac.in).

(Dr. Prasad Karande)
REGISTRAR

MUMBAI – 400 032
13th May, 2026

To,

All the Principals of the Affiliated Colleges & Autonomous Colleges, all Academic Heads of Departments, the Directors of the Recognized Institutions/Centers, Director, Centre for Distance & Online Education, Director, Dharmaveer Anand Dighe Thane Sub-Campus, Co-ordinator, School of Engineering and Applied Sciences, Kalyan Sub-Campus, Director, Chitrakar Padmabhushan Dr.Dhananjay Keer Ratnagiri Sub-Campus, Director, Sindhudurg Sub-Campus, Principal, Vishwabhushan Bharatratna Dr. B. A. Ambedkar College, Ambadave, Ratnagiri and Principal, V.V. Dalvie College, Talere, Sindhudurg

A.C/8.6(N)/25/03/2026

Copy forwarded with Compliments for information to:-

1) The Chairman, Board of Deans,
2) The Deans, Faculty of Commerce
3) The Chairman, **Ad-hoc Board of Studies in Bachelor of Management Studies**
4) The Director, Board of Examinations and Evaluation,
5) The Director, Department of Students Development,
6) The Director, Department of Information & Communication Technology,
7) The Director, Centre for Distance and Online Education (CDOE), Vidyanagari,
8) The Deputy Registrar, Admissions, Enrolment, Eligibility & Migration Department (AEM)

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

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

To,

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

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

AC- 25/03/2026
Item No. – 8.6 (N)

As Per NEP 2020

University of Mumbai

Syllabus for Major Vertical – 1 & 4 and 6		
Faulty of Commerce & Management		
Ad-hoc Board of Studies in B.Com. (Management Studies)		
Name of the Programme – B.Com. (Management Studies) Marketing		
U.G. Third Year Programme	**Exit Degree**	**B.Com. (Management Studies) Marketing**
Semester		**V & VI**
From the Academic Year		**2026-27**

University of Mumbai

(As per NEP 2020)

Sr. No.	Heading	Particulars
1	**Title of program** **O:_____**	**B.Com. (Management Studies)**
2	**Exit Degree**	**B.Com. (Management Studies) Marketing**
3	**Scheme of Examination** **R: _____**	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination
4	**Standards of Passing** **R: _____**	**40%**
5	**Credit Structure** **R: CU-575E R: CU-575F**	**Attached herewith**
6	**Semesters**	**Sem. V & VI**
7	**Program Academic Level**	**5.5**
8	**Pattern**	**Semester**
9	**Status**	**New**
10	**To be implemented from Academic Year**	**2026-27**

Sd/-
Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman
Ad-hoc BOS in B.Com (Management Studies)

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

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

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

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

Level	Semester	Major		Minor	OE	VSC, SEC (VSEC)	AEC, VEC, IKS	OJT, FP, CEP, CC,RP	Cum. Cr. / Sem.	Degree/ Cum. Cr.
		Mandatory	Electives							
	R: CU-575E									
5.5	V	10 **Marketing** Tourism Marketing Management (4) E-Commerce (4) Kautilya's Trading Philosophy (2) **Finance** Introduction to Cost Accounting (4) Practical Aspects in Direct Taxation (4) Indigenous Banking and Wealth Management (2) **HR** HRM in Global Perspective (4) Human Resource Accounting and Audit (4) The Gurukul Model in Corporate HR (2)	4 **Marketing** Supply Chain Management (4) **Finance** Investment Analysis and portfolio management (4) **HR** Strategic Human Resource Management (4)	4		VSC: 2 **Marketing** Marketing Ethics (2) **Finance** Ethics in Financial Market (2) **HR** Power & Politics in HRM (2)		FP/CEP:2	22	**UG Degree 132**
	R: CU-575F									
	VI	10 **Marketing** International Marketing (4) Rural Marketing (4) Branding in Indian Art and Culture Heritage (2) **Finance** Financing Rural Development (4) Practical Aspects in Indirect Taxation (4) Investment Ethos (2) **HR** Contemporary Issues in HRM (4) Skilling and Usages of AI in HR (4) Crisis Leadership: Lessons from the Disasters (2)	**Marketing** Export Marketing Practices and Procedures (4) **Finance** Financial Inclusion a Global Perspective (4) **HR** Performance Management (4)	4				OJT :4	22	
	Cum Cr.	48	8	18	12	8+6	8+4 +2	8+6 +4	132	

Exit option: Award of UG Degree in Major with 132 credits OR Continue with Major and Minor

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

[* 2 Credit IKS Major paper (Core Subject Specific) Theory]

Program Structure for Sem. V & VI (Marketing)

(NEP 2020)

Vertical No		Paper Title	Credits
Sem. V			
1.	**Mandatory**	**1.** Tourism Marketing Management	**4**
		2. E-Commerce	**4**
		3. Kautilya's Trading Philosophy	**2**
	Electives	**1.** Supply Chain Management	**4**
2.	**Minor (To be selected from other discipline)**		**4**
4.	**VSC**	**1.** Marketing Ethics	**2**
6.	**CEP (To be selected from CEP topic list)**		**2**
		Credits	**22**
Sem. VI			
1.	**Mandatory**	**1.** International Marketing	**4**
		2. Rural Marketing	**4**
		3. Branding in Indian Art and Culture Heritage	**2**
	Electives	**1.** Export Marketing Practices and Procedures	**4**
2.	**Minor (To be selected from other discipline)**		**4**
6.	**VI**	**OJT**	**4**
		Credits	**22**
		Total Credits	**44**

Sem. - V

Sem. - V
Vertical – 1
Major Mandatory
(4+4+2)

Syllabus
B.Com. (Management Studies)
(Sem.- V)
Title of Paper: Tourism Marketing Management

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course offers a comprehensive introduction to tourism management covering the structure, operations and marketing of the tourism industry. It emphasizes the application of management principles to tourism organizations while developing practical skills in managing and marketing tourism products. Through case studies and project-based learning, students gain the ability to analyze industry practices, assess tourism impacts and apply theoretical concepts to real-world tourism scenarios.
2	**Vertical :**	Major
3	**Type :**	Theory (1 credit = 15 Hours for Theory)
4	**Credit**:	4 credits
5	**Hours Allotted:**	60 Hours
6	**Marks Allotted**:	100 Marks

7	**Course Objectives**: • To give students a solid understanding of tourism concepts, terminology, history, and the overall industry structure. • To introduce students to the practical operations, processes, and components of the tourism industry, including transportation, accommodation, and travel agencies. • To equip students with management principles and skills, teaching them to apply them specifically within tourism businesses. • To cultivate analytical skills for evaluating the impacts of tourism to familiarize students with digital tools and technologies for the contemporary tourism industry.
8	**Course Outcomes**: 1. Students will be able to define, explain, and understand the various components of the tourism industry, its products and its historical development. 2. Students will be able to apply management concepts and skills to real-world tourism business scenarios. 3. Students will be able to analyze the positive and negative impacts of tourism on the economy, environment and culture and interpret data to identify trends and customer segments. 4. Students will gain the ability to execute tasks like planning tours, managing operations and communicating effectively with guests and able to conduct tourism research.
9.	**Modules**
	Module 1: Introduction to Tourism
	• **Tourism:** Concept and Definition, Characteristics, Importance, Types of tourist-Visitor-Excursionists • **Types of Tourism:** Medical, Adventure, Rural, Cultural, Religious, Dark, MICE, Eco-Tourism, Cruise Tourism, Tourism Industry: Concept, and Components. • **Tourism Destination Planning:** Concept, Elements, Tourism Destination Planning – Process and Importance. • **Positive and Negative Impacts of Tourism:** Economic, Socio-Cultural, Environmental Impact and other impacts. Sustainable Tourism.
	Module 2: Tourism Market Segmentation & 4 A's of Tourism
	• **Tourism Market Segmentation:** Meaning, Bases, and importance of Market Segmentation in Tourism. Tourist Typology: Cohens Typology, Plog's Typology • **4 A's of Tourism:** Attraction, Accommodation, Accessibility and Amenities Meaning, Meaning and importance. • **India as a Tourist Destination:** A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign

	• **Challenges:** Indian Tourism Industry, Tourist, Policy makers
	Module 3: Tourism Marketing & 4 P's of Tourism Marketing Mix
	• **Tourism Marketing:** Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing, Tourism Marketing Mix • **Tourism Product:** Concept, Types, Tourism Product Planning- Need; **Price:** Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies. • **Place:** Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Functions of Middlemen, Meaning and essentials of ideal Travel Guide • **Promotion:** Tourism Advertising, Tourism Sales promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism
	Module 4: **Travel Agency and International Tourism**
	• **Travel Agency and Tour operators:** Definition Types, Importance and Functions of travel agency, Major Tourism schemes of Government of India • **International Tourism:** Approval from Ministry of Tourism and IATA, International Tourism Concept, Role of International Tourism organizations WTTC, IATO, TAAI, ITDC. • **Sustainable Tourism Development:** Concept, Principles, Approaches to Sustainable Tourism, Code of Conduct for safe and sustainable Tourism in India, • **Schemes of Tourism:** Visa on Arrival (VoA), PRASAD Scheme, HRIDAY Scheme, Travel Circuits; Prime force in expansion of tourism
10.	**Reference Books:** • *Kotler, P., Bowen, J. T., & Makens, J. C. (2017). Marketing for hospitality and tourism (7th ed.). Pearson Education.* • *Bhatia, A. K. (2012). The business of tourism: Concepts and strategies. Sterling Publishers.* • *Singh, B. N., & Chatterjee, M. (2010). Tourism in India. RBSA Publishers.* • *Andrews, S. (2013). Introduction to tourism and hospitality industry. Tata McGraw-Hill Education.* • *Chaudhary, M. (2010). Tourism marketing. Oxford University Press.* • *Makens, J. C., Kotler, P., & Bowen, J. T. (2014). Marketing for hospitality and tourism. Pearson Education India.* • *Witt, S. F., & Moutinho, L. (Eds.). (2017). Tourism marketing and management handbook. Routledge.* • *Lumsdon, L. (1997). Tourism marketing. International Thomson Business Press.* • *Morrison, A. M. (2010). Hospitality and travel marketing (4th ed.). Delmar Cengage Learning.*

	• *Pike, S. (2016). Destination marketing: Essentials (2nd ed.). Routledge.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Syllabus
B.Com. (Management Studies)
(Sem.- V)

Title of Paper: E-Commerce

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course provides a comprehensive exploration of the digital commercial landscape, tracing the evolution of E-Commerce and its diverse business models like B2B and B2C. Students will examine the technical foundations of E-enterprises, including website design principles, Electronic Data Interchange (EDI), and digital CRM components. The curriculum covers the mechanics of E-marketing and the operational risks associated with various electronic payment systems. A significant portion of the study is dedicated to Cyber Laws, intellectual property protection, and security tools like encryption and digital signatures. Ultimately, the course prepares students to navigate, secure, and manage business operations in a globalized digital economy.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To introduce students to the roadmap and evolution of E-Commerce, focusing on the unique growth trajectory within the Indian market. • To develop an understanding of the architecture of an E-enterprise, including website management, EDI, and the integration of E-CRM functional components. • To equip students with knowledge of Digital Marketing techniques and the various prepaid/postpaid Electronic Payment Systems. • To familiarize students with the legal and security framework, including the IT Act,	

	cyber-crime prevention, and Public Key Infrastructure (PKI).
8	**Course Outcomes**: • Students will be able to differentiate between various E-Commerce business models and apply the E-Commerce Sales Product Life Cycle (ESLC) to business scenarios. • Students will demonstrate the ability to compare Conventional vs. E-organizations and understand the role of EDI in creating paperless trading environments. • Students will be capable of identifying risk management options for E-payment systems, addressing operational, credit, and legal vulnerabilities. • Students will be able to explain the functional use of Public and Private keys in digital security and the legal standing of Electronic Records as Evidence and the protections provided to cyber consumers under Indian law.
9	**Modules**
	Module 1: Introduction to Electronic Commerce –Evolution and Models
	• **Evolution of E-Commerce**-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Benefits and Challenges of E-Commerce, • **Business Models of E-Commerce**- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Concepts of other models of E-commerce. • **Business to Consumer E-Commerce-** Process, Business to Business E-Commerce-Need and Importance, • Alternative models of B2B E-Commerce, E-Commerce Sales Product Life Cycle (ESLC) Model
	Module 2: World Wide Web and E-enterprise
	• **World Wide Web-**Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; Web site design principles, • **EDI and paperless trading**; Pros & Cons of EDI; Related new technologies use in E-commerce. • **Applications of E-commerce and E-enterprise** - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM. • **Managing the E-enterprise**- Introduction, Comparison between Conventional and E-organisation, Benefits and Limitations of E- enterprise
	Module 3: E-marketing and Electronic Payment System
	• **E-Marketing**- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media. • **E-Commerce:** Customer Strategies for Purchasing and support activities, The pros and cons of online shopping, Justify an Internet business. • **Electronic Payment System**-Characteristics of E-payment system, prepaid e-payment service, post-paid E-payment system, Types of payment systems. • **Risk management:** Operational, credit and legal risks of E-payment system, Risk management options for E-payment systems, Principles for E-payment
	Module 4: Cyber Law, Crime and Protection

	• **Introduction to Cyber Laws**-World Scenario, Cyber-crime& Laws in India and their limitations, Cyber Consumers in India and CPA 1986 • **Cybercrime**: Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents, Types and sources of threats • **Protection:** Protecting electronic commerce assets and intellectual property, Importance of Electronic Records as Evidence • **Security Tools**: Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure
10	**Reference Books:** • *Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Educatin).* • *Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (NewDelhi : Pearson Education).* • *Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (newDelhi : Pearson Education).* • *Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)* • *Vivek Sood Cyber Laws Simplified-TMH (2001)* • *Vakul Sharma Handbook of cyber Laws-Macmillan (2002)* • *Sundeep Oberol e Security and you-TMH (2001)* • *Greenstein & Feinman Electronic Commerce-Security, Risk Mgt and Control-TMH (2000)* • *Adam Nabll R. (Editor) Electronic Commerce: Technical Business and Legal Issues.* • *Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness* • *Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition- Tata McGrawHill Publications, 2008.* • *Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008* • *Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004* • *E- Commerce Strategies, Technology and applications (David) Tata McGrawHill* • *Introduction to E-commerce (jeffrey) Tata- Mcgrawhill* • *E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra* • *Web Technology : Ramesh Bangia* • *HTML – The complete Reference :* • *Gary Schneider, Electronic Commerce, Thomson Publishing.* • *Pandey, Srivastava and Shukla, E-Commerce and its Application, S. Chand* • *P.T. Joseph, Electronic Commerce – An Indian Perspective, P.H.I* • *Turban, King, Viehland& Lee, Electronic Commerce- A Managerial Perspective, Pearson.* • *IJECS International journal of Electronic Ecommerce StudiesISSN 2073-9729http://ijecs.academic-publication.org/* • *Electronic Commerce Research and Applications ISSN: 1567-4223Editor-in-Chief: Robert Kauffman(http://www.journals.elsevier.com/electronic-commerce-research-and-applications)* • *Journal of Electronic Commerce Research (JECR) ISSN: 1526-6133 (Online) 1938-9027 (Print) (http://web.csulb.edu/journals/jecr/a_j.htm)*
11.	**Internal Continuous Assessment: 40%** / **External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination
12.	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)

IKS
(2)

Syllabus
B.Com. (Management Studies)
(Sem.- V)

Title of Paper : IKS in Kautilya's Trading Philosophy

Sr. No.	Heading	Particulars
1	**Description of the course:** **Including but not limited to:**	This course offers a deep dive into the **Arthashastra**, exploring Kautilya's sophisticated ancient Indian framework for economic governance and market ethics. It examines the "Mixed Economy" model of the Mauryan era, where state-controlled monopolies and private enterprise coexisted to ensure the stability of the **Kośa** (Treasury). Students will analyze historical approaches to price determination, profit capping, and consumer protection measures that mirror modern regulatory standards. By studying the role of the **Paṇyādhyakṣa**, the course bridges the gap between traditional Indian Knowledge Systems (IKS) and contemporary trade theories. Ultimately, it provides a unique perspective on how ethical wealth creation (**Artha**) serves as a foundation for a prosperous and stable society.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: • To interpret the philosophical foundations of Artha and the science of Vārtā as the pillars of state revenue and societal welfare. • To examine the administrative structure of markets under the Superintendent of Commerce and the management of state vs. private enterprises. • To evaluate Kautilyan strategies for market regulation, including the mathematical basis for price setting and profit margins. • To analyze the legal and ethical frameworks designed to prevent market failures, such as hoarding, cartels, and fraudulent trade practices.	

8	**Course Outcomes**: • Students will Articulate the relationship between the four Puruṣārthas and how economic activity (Artha) supports the broader goals of human life. • Students will Compare and contrast Kautilya's mixed economy model with modern economic systems, specifically regarding state monopolies and private trade. • Students will Calculate and justify allowable profit margins and price points based on Kautilyan principles of risk, transport, and supply-demand. • Students will Design a regulatory checklist for ethical trade based on ancient Indian anti-fraud measures and standardization of weights and measures.
9	**Modules**:-
	Module 1: Foundations of Kautilyan Economics and Trade
	• The Context of Wealth: From Dharma to Dividend: Traditional goal of *Artha* (material prosperity) to Indian merchant-bankers (like the Jagat Seths), the primacy of the Treasury (Kośa) to Mercantilism as the source of state power. • The Science of Livelihood: De-industrialization and Vārtā, Definition of Vārtā (Economics/Livelihood), agriculture, cattle-rearing, and trade; their role in state revenues. • Market Organization: From Paṇyādhyakṣa to Agency Houses: The role of the Paṇyādhyakṣa (Superintendent of Commerce) in managing markets; the structure of urban and regional marketplaces, Agency houses and Bazaar System • Private vs. State Enterprise: Kautilya's mixed economy model; state monopolies (mines, salt) versus private allowance in agriculture and crafts.
	Module 2: Price Determination and Market Regulation
	• Pricing and Global Demand; Samyak Vyāpāra, Kautilya's awareness of supply, demand, and cost of production in price setting; preventing arbitrary price fixation. • Profit Regulation: Prescribed maximum allowable profit margins based on risk, Internal Transit Duties. • Anti-Fraud Measures: Detailed penalties for hoarding, adulteration, and false weights and measures (Standardization was key). • Monopoly, Gluts, and Cartel Control: Policies to prevent merchants from combining to raise prices; the state's intervention during market gluts (overproduction).
10	**Reference Books:** **Books** • *Boesche, R. (2002). The first great political realist: Kautilya and his Arthashastra. Lexington Books.* • *Kautilya. (1992). The Arthashastra (L. N. Rangarajan, Ed. & Trans.). Penguin Books India.* • *Rao, V. B., & Dasgupta, A. (2015). State and economic formation in Ancient India: A Kautilyan perspective. Oxford University Press.* • *Sihag, B. S. (2014). Kautilya: The true founder of Economics. Vitasta Publishing Pvt. Ltd.* **Journal Articles & Academic Sources** • *Jha, V. N. (Ed.). (2010). Economics in Arthashastra. Centre for Studies in Civilizations.* • *Sen, R. K., & Basu, R. L. (2006). Economics in Arthasastra: A comparative study with*

	modern economic theory. Deep & Deep Publications. • *Sihag, B. S. (2009). Kautilya on price determination and profit sharing. Journal of the History of Economic Thought, 31(2), 195–206.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

SEM V
Vertical – 1
Electives
(4)

Syllabus
B.Com. Management Studies
(Sem.- V)

Title of Paper : Supply Chain Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course provides a strategic and operational overview of the end-to-end supply chain, emphasizing the integration of logistics, procurement, and distribution. It explores the critical balance between efficiency and responsiveness through modern frameworks like Lean and Agile strategies. Students will master quantitative techniques for demand forecasting and inventory control while navigating the complexities of global transportation and warehouse design. The curriculum concludes with a deep dive into the digital transformation of SCM, focusing on AI, Blockchain, and ethical sustainability. Ultimately, it equips future managers to build resilient supply chains capable of mitigating global risks and driving organizational value.
2	**Vertical :**	Electives
3	**Type :**	Theory
4	**Credit**:	04 credits (1 credit = 15 Hours for Theory)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To introduce the strategic drivers and performance metrics that define a successful supply chain in a globalized economy. • To develop proficiency in Materials Management using forecasting accuracy measures and inventory optimization models like EOQ and JIT. • To analyze the logistics mix, focusing on intermodal transportation, 3PL/4PL models, and the design of hub-and-spoke distribution networks. • To evaluate the impact of emerging technologies and ethical sourcing on supply chain transparency, resilience, and sustainability.	

8	**Course Outcomes**: • Students will be able to design a supply chain strategy that aligns with business goals, choosing between Push/Pull and Lean/Agile models. • Students will demonstrate the ability to calculate Forecast Accuracy (MAPE) and identify the causes of the Bullwhip Effect to improve planning. • Students will be capable of optimizing Inventory and Sourcing decisions and will be able to select appropriate Modes of Transportation and Warehousing strategies • Students will understand the application of AI, IoT, and Blockchain in enhancing supply chain traceability and managing global risks.
9	**Modules**:
	Module 1: Introduction to SCM & Strategic Framework
	• Definition, Nature, Scope, Importance of SCM- Components and Types of supply chains –Supply chain flows • Supply chain drivers: facilities, inventory, transportation, information, sourcing, pricing-Supply chain performance metrics: cost, quality, time, flexibility, service levels. • Aligning supply chain strategies with business strategies- Concepts of efficiency vs. responsiveness; lean vs. agile supply chains- Push and Pull strategies. • Factors influencing location and capacity decisions - Supply chain obstacles and stabilizers, Case examples of strategic supply chain models (e.g., Amazon, Walmart, Zara)
	Module 2: Forecasting, Inventory and Procurement Management
	• Importance of forecasting in supply chain, Forecasting techniques, Forecast accuracy measure: MAPE, Managing "The Bullwhip Effect." • Inventory Management, Role of inventory in SCM; Types of inventories: Economic Order Quantity (EOQ), lead time analysis- ABC, VED, JIT, and FSN • Procurement cycle and purchasing strategies, Ethical issues and compliance in procurement, e-procurement. • Role of sourcing in a supply chain, Types of sourcing, Supplier evaluation criteria, Vendor development and supplier rating techniques-
	Module 3: **Logistics & Distribution Management**
	• Evolution and components of logistics; Route planning and scheduling, Integrated logistics; 3PL (Third-party Logistics) and 4PL (Fourth-party Logistics) models. • Role of transportation in SCM, Modes of transportation: road, rail, air, water, Intermodal transportation and multimodal logistics, Transportation costing and freight rate negotiation • Warehousing functions and types, Warehouse layout design, Importance of protective packaging; Modern material handling equipment and unitization. • Distribution centers and hub-and-spoke networks, Distribution strategy, Direct shipment vs. Distribution centers, Closed-loop supply chains, Reverse logistics and return management
	Module 4: **Emerging Trends, Technology & Challenges in Supply Chain Management**

	• Role of Information Technology (IT) in SCM integration, Supply Chain Information Systems (SCIS), Role of ERP (Enterprise Resource Planning), CRM, and SRM (Supplier Relationship Management) in supply chains • RFID, Barcode applications in logistics, Artificial Intelligence (AI) in Supply chain, Use of Blockchain for traceability; IoT (Internet of Things) • Globalization challenges and the structure of international supply chains, Major global risks, Risk identification and monitoring mechanisms, Risk mitigation strategies. • Ethical Supply Chain Management and ethical sourcing practices, Sustainability principles in SCM, Green logistics, Corporate Social Responsibility (CSR)	
10.	**Reference Books:** • *Mubarik, M. S., & Khan, S. A. (Eds.). (2025). Smart Supply Chain Management: Design, Methods and Impacts.* • *Bouchery, Y., Corbett, C. J., Fransoo, J. C., & Tan, T. (Eds.). (2024). Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy (2nd ed.).* • *Harland, C. (2024). Supply Chain Management: Concepts, Challenges and Future Research Directions.* • *Sarkis, J. (Ed.). (2024). The Palgrave Handbook of Supply Chain Management. Palgrave Macmillan.* • *Paul, S. K., Agarwal, R., Sarker, R. A., & Rahman, T. (Eds.). (2023). Supply Chain Risk and Disruption Management: Latest Tools, Techniques and Management Approaches.* • *Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2024). Supply chain logistics management (6th ed.). McGraw Hill Education.* • *Chopra, S., & Meindl, P. (2022). Supply chain management: Strategy, planning, and operation (7th ed.). Pearson.* • *Raghuram, G., & Rangaraj, N. (2025). Logistics and supply chain management: Cases and concepts. Macmillan India.* • *Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2023). Designing and managing the supply chain: Concepts, strategies, and case studies. Tata McGraw-Hill.*	
11.	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12.	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Vertical - 4

VSC
(2)

Syllabus
B. Com. Management Studies
(Sem.- V)

Title of Paper: Marketing Ethics

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course explores the moral dimensions of marketing practices and the importance of integrity in business-to-consumer relationships. It examines the evolution of ethical marketing, focusing on the principles of transparency, fairness, and moral reasoning in decision-making. Students will analyze contemporary challenges such as misleading advertising, digital data privacy, and the ethical use of AI in consumer targeting. The curriculum also emphasizes the shift toward sustainable branding, green marketing, and corporate social responsibility (CSR). Ultimately, the course prepares students to build brands that are not only profitable but also socially and ethically accountable.
2	**Vertical:**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted:**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: ● To introduce the foundations of marketing ethics and the role of moral reasoning in corporate strategy. ● To identify ethical vulnerabilities in product development, pricing, and communication strategies. ● To evaluate the impact of digital technology and AI on consumer privacy and marketing transparency. ● To analyze the principles of sustainability and fair trade as core components of modern responsible branding.	

8	**Course Outcomes**: • Students will be able to apply moral reasoning frameworks to resolve ethical dilemmas in marketing scenarios and will understand consumer rights • Students will be capable of identifying "Greenwashing" and designing authentic green marketing campaigns that meet sustainability standards. • Students will understand the ethical boundaries of digital tracking and the responsibilities of influencers in sponsored communication. • Students will be able to develop responsible branding strategies that integrate Corporate Social Responsibility (CSR) into the brand's core value proposition.
9	**Modules**:
	Module 1: Ethical Foundations in Marketing
	• Core Marketing Ethics: Meaning, nature and significance of ethics in marketing, Evolution of Ethical Marketing • Ethical Values & Reasoning: Ethical values, Principles and Moral reasoning in marketing decisions • Product Ethics & Integrity: Ethical concerns in product development, Ethics in pricing, and packaging • Transparency & Fair Practice: Transparency, fairness and responsibility in marketing relationships
	Module 2: Contemporary Ethical Challenges and Responsible Marketing
	• Ethics in Advertising: Misleading communication, persuasive advertising, and protection of vulnerable consumers • Consumer Protection & Compliance: Consumer rights, regulatory frameworks, compliance standards and industry codes • Digital Marketing Ethics: Ethical considerations in digital environments, data privacy, tracking, influencers and AI-driven marketing • Sustainable & Responsible Branding: Sustainability, green marketing, fair trade, corporate responsibility and ethical branding
10	**Reference Books:** • *Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2019). Business ethics: Ethical decision making and cases (12th ed.). Cengage Learning.* • *Crane, A., & Matten, D. (2016). Business ethics: Managing corporate citizenship and sustainability in the age of globalization (4th ed.). Oxford University Press.* • *Murphy, P. E., Laczniak, G. R., & Wood, G. (2017). Ethical marketing (2nd ed.). Pearson Education.* • *Kotler, P., & Armstrong, G. (2020). Principles of marketing (17th ed.). Pearson Education.* • *Smith, N. C. (1995). Morality and the market: Consumer pressure for corporate accountability. Routledge.* • *Chonko, L. B. (2021). Ethics and marketing management. SAGE Publications.* • *Singh, S. (2012). Consumer protection and marketing ethics. Excel Books.* • *Advertising Standards Council of India. (2023). ASCI code for self-regulation in*

	advertising. Advertising Standards Council of India. • *Organisation for Economic Co-operation and Development. (2020). Consumer policy and ethical marketing frameworks. OECD Publishing.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Vertical – 6

As Per NEP 2020

University of Mumbai

Syllabus for Community Engagement Project (CEP) Vertical-6	
Faulty of Commerce & Management	
Board of Studies in B.Com. (Management Studies)	
Name of the Programme – Community Engagement Programme (Marketing)	
Semester	**V**
Credit	**2**
Duration	**30 hrs (Field Work+ Survey) + 15hrs (Discussion + Report Writing) : Total - 45 hrs**
From the Academic Year	**2026-27**

Name of Faculty:- Commerce & Management
Name of Programme :- B. Com. (Management Studies) Marketing
Duration :- 30 hrs (Field Work+ Survey) + 15hrs (Discussion + Report Writing) : Total - 45 hrs

Indicative Topics for CEP

Sr. No.	Name of the Topic
1	Brand & Community Building for an NGO or a local community group
2	Social media as a community engagement platform
3	Role of feedback and participation in community engagement
4	Strategies to engage communities beyond promotions
5	Ethical community engagement practices in marketing
6	Cultural sensitivity and inclusivity in community engagement
7	Community engagement for startups and small businesses
8	Using storytelling to engage communities
9	Creating emotional connections between brands and communities
10	Co-creation: Involving the community in brand decisions
11	The role of values and purpose in brand communities
12	Designing an ethical social impact campaign
13	Emotional appeals in social campaigns: impact or exploitation?
14	Role of marketers in driving social change
15	Influencers in social causes: ethical or risky?
16	AI and automation in community engagement
17	Gamification to boost community participation
18	Using data to understand and serve communities better
19	Using festivals, markets and local gatherings for engagement
20	Hyperlocal marketing strategies for community engagement
21	Word-of-mouth marketing at the grassroots level
22	Partnerships with local leaders and community influencers
23	Offline engagement strategies in the digital age
24	Role-play: handling community resistance to animal welfare programs
25	Designing a local awareness campaign for street animals

The topics are indicative and the faculty members should allot Community Engagement Project that are relevant and important as per core Subject. The Community Engagement Project may be taken individual or in a group up to 5 students with proper guidance from Faculty.

Evaluation Pattern:-

Evaluation during CEP Program involves two key components :-

External Evaluation 60%

Internal Evaluation 40%

Evaluation Chart

(i) External Evaluation (Marks 30)

Criteria	Marks
Objectives, Literature Review , Methodology, Data Analysis, Conclusion and Recommendations	15
Overall Project Report Structure and Style	5
Presentation Skills & Communication	10
Total	30

(ii) Internal Evaluation by Guide (Marks 20)

Criteria	Marks
Attendance, Community interactions completion and interaction with Supervisor	10
Overall Report quality	10
Total	20

*** Please see the Guidelines for Community Engagement Project for UG Students, as per NEP 2020**

Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman/Co-ordinator BOS/Ad-hoc BOS in B. Com. (Management Studies)

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

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

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

Sem. – VI

Sem. - VI

Vertical – 1

Major Mandatory (4+4+2)

B.Com Management Studies
(Sem.- VI)

Title of Paper: International Marketing

Sr. No.	Heading	Particulars
1	**Description of the course:** **Including but not limited to:**	This course provides a strategic perspective on the complexities of marketing products and services across national borders. It explores the foundational theories of international trade alongside practical market entry strategies such as franchising, joint ventures, and strategic alliances. Students will analyze the impact of the economic, political, and cultural environments on global operations, utilizing frameworks like Hofstede's Cultural Dimensions. The curriculum covers the adaptation of the marketing mix (Product, Price, Place, Promotion) for diverse global segments and the shift toward digital globalization. Ultimately, the course equips students to design and review transnational marketing plans in an AI-driven, sustainable global economy.
2	**Vertical:**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted:**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To introduce the theoretical and practical frameworks of international marketing, including the EPRG model and market entry modes. • To analyze the macro-environmental factors (Economic, Political, Legal, and Cultural) that influence global marketing decisions. • To develop the skill of standardizing vs. adapting the Marketing Mix for various international trading blocs and consumer segments. • To explore modern trends and digital tools like AI and cross-border e-commerce that are redefining global service marketing and ethics.	

8	**Course Outcomes**: • Students will be able to evaluate and select the most appropriate International Entry Strategy based on the risk and control requirements of a firm. • Students will demonstrate the ability to apply the EPRG Framework to determine a company's orientation toward global markets. • Students will be proficient in designing a Global Marketing Mix, understanding when to use standard pricing versus countertrade strategies. • Students will be able to distinguish between Global, Multi-domestic, and Transnational strategies for service and product-based firms.
9	**Modules**: -
	Module 1: Introduction to International Marketing
	• **Introduction to International Marketing:** Meaning & Features of International Marketing, Need & Process of International Marketing, Benefits and Challenges, • **Basics of International Trade:** Meaning of International Trade, Barriers: Tariff & Non-Tariff, Difference between Domestic vs International Marketing, EPRG Framework • **Entering International:** Franchising, Joint Ventures & Strategic Alliances, Mergers & Acquisitions, Wholly Owned Subsidiaries, Contract Manufacturing, Turnkey Projects • **Trading Blocs and Role of Globalization:** Trading Blocs: SAARC, ASEAN, EU, NAFTA/USMCA, OPEC, BRICS, G20, Amazon, Netflix, Zara case examples
	Module 2: International Marketing Environment & Marketing Research
	• **International Marketing Environment: Economic Environment:** World Bank, IMF, IFC, Economic Integration • **Political & Legal Environment:** Political Systems, Political risks & stability, Legal systems, Anti-Dumping Laws, Import Licensing • **Cultural Environment:** Elements of cultural environment, Hofstede's Cultural Dimensions explained with examples (India vs Japan vs USA), Individualism vs Collectivism • **International Marketing Research:** Meaning & Need of Research, Scope & Types, Digital tools used today: Google Trends, online surveys, AI
	Module 3: International Marketing Mix
	• **Product Decisions:** International Product Line, International Product Life Cycle, Role of Packaging & Labelling, Global Branding, International Segmentation, Targeting & Positioning • **International Pricing Decisions:** Concept & Objectives, Factors affecting pricing, Pricing Strategies, Countertrade • **Distribution Decisions:** Meaning & Importance, Types of Channels, Factors affecting channel choice • **Promotion Decisions:** International Advertising, Sales Promotion, Standardization vs Adaptation, Global promotional tools
	Module 4: **Developments in International Marketing**

	• **International Marketing Plan:** Components of an International Marketing Plan, Organisational design for global operations, Control & international performance review • **International Strategies:** Need for global strategies, Types: Global Strategy, Multidomestic Strategy, Transnational Strategy • **International Marketing of Services:** Meaning & Features, Drivers of Global Service Marketing, Advantages & Disadvantages, Service Culture in global companies • **Modern Trends:** Digital Globalization, Cross-border e-commerce, AI in global marketing, Sustainable & ethical global marketing	
10	**Reference Books:** • *Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). International marketing (18th ed.). McGraw-Hill Education.* • *Keegan, W. J., & Green, M. C. (2020). Global marketing (9th ed.). Pearson Education.* • *Hollensen, S. (2020). Global marketing (8th ed.). Pearson Education.* • *Hill, C. W. L., & Hult, G. T. M. (2021). International business: Competing in the global marketplace (13th ed.). McGraw-Hill Education.* • *Johansson, J. K. (2017). Global marketing: Foreign entry, local marketing, and global management (6th ed.). McGraw-Hill Education.* • *Cherunilam, F. (2018). International business environment (7th ed.). Himalaya Publishing House.* • *Vasudeva, P. K. (2010). International marketing. Excel Books.* • *Adler, N. J., Gundersen, A., & Deresky, H. (2019). International dimensions of organizational behavior (7th ed.). Cengage Learning.* • *Jain, S. C., & Haley, G. T. (2025). International marketing (7th ed.). Cengage Learning.* • *Onkvisit, S., & Shaw, J. J. (2024). International marketing: Strategy and theory. Routledge.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Syllabus
B.Com (Management Studies)
(Sem.- VI)

Title of Paper: Rural Marketing

Sr. No.	Heading	Particulars
1	**Description of the course:** **Including but not limited to:**	This course provides a specialized understanding of the rural market ecosystem in India, emphasizing the distinction between urban and rural consumer dynamics. It covers the macro-environmental factors and government initiatives that drive rural demand, alongside the strategic application of the 4A's (Affordability, Availability, Awareness, and Acceptability). Students will explore rural consumer behavior, the diffusion of innovation, and the role of ICT in bridging the digital divide. The curriculum also focuses on rural entrepreneurship, agri-startups, and the evolving physical distribution models. Ultimately, the course prepares students to identify and leverage emerging opportunities in the vast and high-potential rural landscape.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To introduce the evolution and significance of rural markets and the macro-environmental factors shaping rural India. • To analyze rural consumer behaviour and the processes of product adoption and market segmentation. • To develop a customized Rural Marketing Mix that addresses the specific challenges of pricing, promotion, and distribution in remote areas. • To evaluate the role of digital technology, e-governance, and entrepreneurship in the modernizing rural economy.	

8	**Course Outcomes**: • Students will be able to apply the 4A's Framework to design marketing strategies that overcome rural infrastructure constraints. • Students will demonstrate an understanding of the Diffusion of Innovation Model specifically in the context of rural product adoption. • Students will be capable of identifying effective Non-Conventional Promotion Media (e.g., haats, melas, and van activations) for rural audiences. • Students will be able to analyze the Hub-and-Spoke distribution model and will understand the functioning of Self-Help Groups (SHGs) and the potential of Agri-startups
9	**Modules**:-
	Module 1: Overview to Rural Marketing
	• **Introduction to Rural Marketing** – Concept/Definition of Rural Markets & Rural India – Scope - Evolution of Rural Marketing - Significance – Rural Markets v/s Urban Markets • **Rural Environment** – Concept Macro Environmental Factors – Demographic – Physical – Social & Cultural Environment – Political Environment – Digital Environment –- Case Studies. • **Rural Marketing Mix** – Components – Strategies – 4A's of Rural Marketing – Challenges • **Transition in Rural Markets** – Transition in Rural Economy – Rural Employment Generation Programmes – Government Initiatives.
	Module 2: Rural Consumer Behavior
	• **Rural Consumer Behavior**- Concept – Factors Influencing Buyer Behavior – Buyer Decision Process – Product Adoption Process – Diffusion of Innovation Model. • **Rural Marketing Research** – Meaning – Process – Key Players in Rural Research Business. • **Segmentation, Targeting & Positioning in Rural Markets** – Concept –Bases of Segmentation – Target Market Strategies – Strategies for effective positioning. • **Information & Communication Technology in Rural India** – Relevance – Case Studies (ITC's e- Choupal- Drishtee – Common Service Centers)
	Module 3: Rural Marketing Mix
	• **Product** – Concept – Levels of Product – Rural Product Classification – Product Strategies & Lifecycle of a Product in Rural Markets (Case Studies) - Brand Building in Rural Markets- • **Price** – Meaning- Factors Influencing Pricing Decisions for rural products & services – Price Setting Strategies – Case studies • **Promotion** – Concept –Steps in developing effective rural communication message – Rural Media – Conventional & Non -Conventional Forms – Role of Packaging in rural marketing. • **Physical Distribution** – Concept – Channels of Communication – Rural Centric

	Distribution Models- Role of Rural Logistics.	
	Module 4: Recent Trends in Rural India	
	• **Rural Entrepreneurship** – Concept – Importance – Significance of Micro Business in Rural Markets- Role of rural women in a rural setting – Case Studies. • **Agriculture Startups** – Dairy/Poultry Ventures- Rural Entrepreneurship Models- Self Help Groups – Meaning and features • **Rural Infrastructure** – Urbanizing Rural – E- governance in Rural India –Health Care Services- Importance of Small Towns for Rural Marketers. • **Future of Rural Marketing** – Challenges – Prospective Opportunities – Evaluating the Role of Digital Technology & social media in Rural Markets.	
10	**Reference Books:** • *Kashyap, P., & Raut, S. (2015). The rural marketing book: Text and practice. Biztantra.* • *Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2011). Rural marketing: Text and cases (2nd ed.). Pearson.* • *Dogra, B., & Ghuman, K. (2018). Rural marketing: Concepts and practices (3rd ed.). McGraw Hill Education.* • *Balram, S., & Kumari, N. (2017). Rural marketing: Environment, problems and strategies. Himalaya Publishing House.* • *Dogra, B., & Ghuman, K. (2024). Rural marketing: Concepts and practices. Tata McGraw-Hill.* • *Gopalaswamy, T. P. (2023). Rural marketing: Environment, problems and strategies. Vikas Publishing House.* • *Kashyap, P. (2025). Rural marketing (4th ed.). Pearson Education India.* • *Velayudhan, S. K. (2024). Rural marketing: Targeting the non-urban consumer. SAGE Publications*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Syllabus
B.Com. (Management Studies)
(Sem.- VI)

Title of Paper: Branding in Indian Art and Culture Heritage

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course explores the strategic transformation of India's vast artistic and cultural heritage into powerful global marketing assets. It examines the historical foundations of traditional craftsmanship and the role of indigenous communities in sustaining the Indian Knowledge in trade and branding. Students will analyze the branding of intangible assets like Yoga, Ayurveda, and classical arts, alongside the management of mega-cultural events. The curriculum focuses on modern marketing strategies, luxury positioning, and the use of digital storytelling to bridge the gap between ancient authenticity and contemporary consumerism. Ultimately, it addresses the ethical balance between commercialization and the preservation of cultural integrity.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: • To understand the economic and marketing value of Indian art forms and traditional craftsmanship within the framework. • To explore the mechanics of global branding for intangible Indian heritage such as Yoga, Ayurveda, and performing arts. • To evaluate the strategic management of large-scale cultural festivals and their impact on regional and national brand equity. • To develop proficiency in modern digital marketing and luxury positioning strategies for folk and tribal arts.	

8	**Course Outcomes**: • Students will be able to identify and leverage Indian cultural assets as competitive advantages in global brand positioning. • Students will demonstrate the ability to design ethical branding strategies that balance commercial profit with the preservation of indigenous craft authenticity. • Students will be capable of analyzing the luxury marketing mix used by Indian designers to take traditional textiles to international markets. • Students will be proficient in using digital storytelling and virtual platforms and understand the logistical and branding complexities of managing mega-cultural events like the Kumbh Mela or Kochi-Muziris Biennale.
9	**Modules**:
	Module 1: Foundations of Indian Art and Cultural Heritage Branding
	• Overview of Indian art forms, crafts, and cultural heritage as marketing assets, Historical perspective on Indian cultural identity and traditional craftsmanship • Introduction to concepts of heritage branding and cultural identity, Role of indigenous artisans and communities in sustaining cultural heritage • Branding Indian Yoga, Ayurveda, and Performing Arts (Classical Dance and Music) on a global stage. Ethical considerations in heritage branding: preservation vs commercialization • Branding and management of large-scale cultural events: Kumbh Mela, Hornbill Festival, Jaipur Literature Festival, and Kochi-Muziris Biennale.
	Module 2: Strategies and Practices in Heritage Branding and Marketing
	• Marketing strategies for ancient Indian crafts in contemporary markets, Balancing authenticity and modern design adaptations in branding • Role of social media, virtual museums, and Google Arts & Culture in promoting Indian heritage; Use of Storytelling in cultural branding. • Positioning Indian heritage in the luxury market; Collaboration between traditional artisans and modern designers (e.g., Sabyasachi, Anita Dongre). • Case studies of successful heritage branding in tribal and folk arts (e.g., Madhubani, Warli, Bodo handlooms) Analysis of government and NGO initiatives supporting heritage branding
10	**Reference Books:** • *Cooper, I., & Gillow, J. (2014). Arts and crafts of India. Thames & Hudson.* • *Khanna, P. (2020). Heritage marketing: A conceptual framework for India. Routledge.* • *Ranjan, M. P., & Ranjan, A. (2009). Handmade in India: A geographic encyclopedia of Indian handicrafts. Abbeville Press.* • *Venkatesan, S. (2009). Craft matters: Artisans, development and the built world. Orient Blackswan.* • *Bhatia, A. (2023). The iconic brand: Indian heritage in a global market. HarperCollins India.* • *Ministry of Culture, Government of India. (n.d.). Indian Knowledge Systems (IKS) - An overview. https://iksindia.org/*

	• *Saraswat, A. (2024). Cultural branding: Theory and practice in the Indian context. Oxford University Press.* • *UNESCO. (2025). Intangible cultural heritage of India: From tradition to marketplace. https://ich.unesco.org/en/state/india-IN* • *Varma, P. K. (2022). The great Indian middle class and cultural identity. Penguin Random House.* • Government of India. (2022). *Annual report of the Ministry of Culture: Promotion and preservation of Indian art and heritage*. Ministry of Culture Publications. • *Joy, A., & Sherry, J. F. (2003). Disentangling the ethical terminations of heritage branding in indigenous crafts. Journal of Consumer Culture, 3(3), 259–282.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

SEM VI
Vertical – 1
Electives
(4)

Syllabus
B.Com. Management Studies
(Sem.- VI)

Title of Paper: Export Marketing Practices and Procedures

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course provides a comprehensive understanding of the mechanics of export trade, focusing on India's position in the global marketplace. It covers the strategic selection of foreign markets using global data sources and explores the complexities of export product adaptation, pricing under Incoterms 2020, and international logistics. Students will gain practical knowledge of pre-shipment and post-shipment procedures, export finance, and the regulatory roles of institutions like DGFT, EXIM Bank, and ECGC. The curriculum also addresses contemporary shifts, including green supply chains, carbon-neutral logistics, and the integration of AI for automated customer profiling. Ultimately, the course prepares students to navigate the legal, financial, and digital landscapes of international trade.
2	**Vertical :**	Electives
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To introduce the foundational concepts of export marketing and the role of global economic groupings and WTO agreements. • To develop technical proficiency in export pricing (FOB calculations) and the application of Incoterms 2020 in international contracts. • To provide a deep dive into statutory documentation and procedures, including customs clearance and methods of payment like Letters of Credit (L/C). • To evaluate the impact of Institutional Support and FTP on the ease of doing business for Indian exporters and the use of AI and sustainable practices in cross-border trade.	

8	**Course Outcomes**: • Students will be able to distinguish between Tariff and Non-Tariff barriers and use ITC/UN Comtrade data to conduct market research. • Students will demonstrate the ability to calculate FOB export prices and select appropriate transport modes based on containerization types. • Students will be proficient in identifying the mandatory documents required for customs and bank negotiations, such as the Bill of Lading and Shipping Bill. • Students will be able to explain the roles of EXIM Bank and ECGC in mitigating financial and credit risks for MSME exporters. • Students will understand the application of AI Chatbots and Automated Profiling in managing 24/7 cross-border customer service and market analysis.
9	**Modules**
	Module 1: Introduction to Export Marketing
	• Concept and Definitions, scope, features & importance of export marketing, Domestic vs. export marketing- Role of exports in economic development • Factors affecting export marketing, Types of Barriers, Distinguish between tariffs, and non-tariff barriers, Problems of India's Export Sector. • Major Economic Groupings of the World; Agreements of World Trade Organisation (WTO), Steps in export market research, • Export Entry Strategies, Market Selection Process, Determinants of Foreign Market Selection, Sources of global market data (ITC, UN Comtrade)
	Module 2: Export Product, Pricing, Promotion & Distribution Strategies
	• Export Product Development & Adaptation**:** Export-worthy product features, Packaging, labeling - Export quality control and certifications • Factors determining export pricing, INCOTERMS 2020 and pricing implications- FOB, C&F, CIF Pricing quotation- FOB simple calculations • Export Promotion Techniques, International advertising & communication strategies- Importance of Trade fairs, exhibitions, benefits of personal selling • International logistics channels, Component of logistics in export marketing, Containerization- Types- Selecting transport modes for export shipments- Need for Export warehousing.
	Module 3: Export Procedures, Documentation, Finance & Digital Technologies
	• Features and distinguish between Pre-shipment and post-shipment finance Pre-shipment, Shipping & Customs procedure and post-shipment procedures- • Documents: Importance -Commercial invoice, Certificate of origin, Bill of Lading, Shipping Bill, Councilor invoice, Methods of payment- L/C • Role of SIDBI, EXIM Bank, ECGC, Meaning & Role of EPCs, Commodity Boards (CBs), FIEO, EPCG, DBK • Common benefits for EHTP, BTP and STP, Indian Institute of Foreign Trade (IIFT), Indian Institute of Packaging (IIP), ITPO, IIFT
	Module 4: **Institutional Support, Export Policies & Emerging Issues**

	• Role of DGFT, Highlights of Foreign Trade Policy 2023-24, Negative list of Exports, Deemed Exports, Benefits to Status Holders & Towns of Excellence • Sustainable & Ethical Export Practices**:** Green supply chains & carbon-neutral logistics-Sustainability certifications for exports- Corporate social responsibility and ethical sourcing. • Emerging Trends & Challenges in Export Marketing: Post-COVID global supply chain shifts- Ease of doing business- Challenges for MSME exporters in global markets. • AI in foreign market analysis, Automated customer profiling and targeting for international markets-Use of AI chatbots for cross-border customer service.	
10	**References** • *Keegan, W., & Green, M. (2024). Global Marketing (10th ed.). Pearson.* • *Govindan, K. (2023). International Trade and Export Management (5th ed.). McGraw Hill.* • *Cherunilam, F. (2022). International Business: Text and Cases (8th ed.). PHI Learning.* • *Cateora, P., Gilly, M., & Graham, J. (2023). International Marketing (18th ed.). McGraw-Hill.* • *Paul, J., & Aserkar, R. (2023). Export-Import Management (3rd ed.). Oxford University Press.* • *Cherunilam, F. (2023). International trade and export management (22nd ed.). Himalaya Publishing House.* • *Directorate General of Foreign Trade (DGFT). (2023). Foreign trade policy 2023. Ministry of Commerce and Industry, Government of India.* • *International Chamber of Commerce (ICC). (2020). Incoterms 2020: ICC rules for the use of domestic and international trade terms. ICC Services.* • *Kapoor, D. C. (2024). Export management. Vikas Publishing House.* • *Rathore, B. S., & Rathore, J. S. (2025). Export marketing. Himalaya Publishing House.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

QUESTION PAPER PATTERN
(External and Internal)

QUESTION PAPER PATTERN (External and Internal) Paper Pattern: 4 Credits

(100 marks)

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern (40 Marks)

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

} any two (10 Marks each) 20 Marks

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

Total **40** Marks

External Paper Pattern (60 Marks)

Answer **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

QUESTION PAPER PATTERN
(External and Internal)

QUESTION PAPER PATTERN (External and Internal) Paper Pattern: <u>2 Credits</u>

(50 marks)

Internal = 20 Marks
External = 30 Marks

Internal Paper Pattern (20 Marks)

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

} any two (05 Marks each) 10 Marks

4. Class Test - (Mandatory) with Objective questions 10 Marks

Total **20** Marks

External Paper Pattern (30 Marks)

Answer **<u>Any two</u>** 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

Letter Grades and Grade Points:

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

Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman/Co-ordinator BOS/Ad-hoc BOS in B. Com. (Management Studies)

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

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

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

AC –

Item No. –

As Per NEP 2020

University of Mumbai

Syllabus for Major Vertical – 1 & 4 and 6		
Faulty of Commerce & Management		
Board of Studies in B. Com. (Management Studies)		
Name of the Programme – B. Com. (Management Studies) Finance		
U.G. Third Year Programme	**Exit Degree**	**B.Com. (Management Studies) Finance**
Semester		**V & VI**
From the Academic Year		**2026-27**

University of Mumbai

(As per NEP 2020)

Sr. No.	Heading	Particulars
1	**Title of program** **O:_____**	**B. Com. (Management Studies)**
2	**Exit Degree**	**B. Com. (Management Studies) Finance**
3	**Scheme of Examination** **R: _____**	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination
4	**Standards of Passing** **R: _____**	**40%**
5	**Credit Structure** **R: _____**	**Attached herewith**
6	**Semesters**	**Sem. V & VI**
7	**Program Academic Level**	**5.5**
8	**Pattern**	**Semester**
9	**Status**	**New**
10	**To be implemented from Academic Year**	**2026-27**

Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman
Ad-hoc BOS in B. Com. (Management Studies)

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

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

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

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

	R:_____E								
Level	**Semester**	**Major**		**Minor**	**OE**	**VSC, SEC (VSEC)**	**AEC, VEC, IKS**	**OJT, FP, CEP, CC,RP**	**Cum. Cr. / Sem.**	**Degree/ Cum. Cr.**
		Mandatory	**Electives**							
5.5	V	10 **Marketing** Tourism Marketing Management (4) E-Commerce (4) Kautilya's Trading Philosophy (2) **Finance** Introduction to Cost Accounting (4) Practical Aspects in Direct Taxation (4) Indigenous Banking and Wealth Management (2) **HR** HRM in Global Perspective (4) Human Resource Accounting and Audit (4) The Gurukul Model in Corporate HR (2)	4 **Marketing** Supply Chain Management (4) **Finance** Investment Analysis and portfolio management (4) **HR** Strategic Human Resource Management (4)	4		VSC: 2 **Marketing** Marketing Ethics (2) **Finance** Ethics in Financial Market (2) **HR** Power & Politics in HRM (2)		FP/CEP:2	22	**UG Degree 132**
		R:_____F								
	VI	10 **Marketing** International Marketing (4) Rural Marketing (4) Branding in Indian Art and Culture Heritage (2) **Finance** Financing Rural Development (4) Practical Aspects in Indirect Taxation (4) Investment Ethos (2) **HR** Contemporary Issues in HRM (4) Skilling and Usages of AI in HR (4) Crisis Leadership: Lessons from the Disasters (2)	**Marketing** Export Marketing Practices and Procedures (4) **Finance** Financial Inclusion a Global Perspective (4) **HR** Performance Management (4)	4				OJT :4	22	
	Cum Cr.	48	8	18	12	8+6	8+4 +2	8+6 +4	132	
Exit option: Award of UG Degree in Major with 132 credits OR Continue with Major and Minor										

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

[* 2 Credit IKS Major paper (Core Subject Specific) Theory]

Program Structure for Sem. V & VI (Finance)

(NEP 2020)

Vertical No		Paper Title	Credits
Sem. V			
1.	**Mandatory**	**1.** Introduction to Cost Accounting	**4**
		2. Practical aspects in Direct taxation	**4**
		3. Indigenous Banking and Wealth Management	**2**
	Electives	**1.** Investment analysis and portfolio management	**4**
2.	**Minor** **(To be selected from other discipline)**		**4**
4.	**VSC**	**1.** Ethics in financial Market	**2**
6.	**CEP** **(To be selected from CEP topic list)**		**2**
		Credits	**22**
Sem. VI			
1.	**Mandatory**	**1.** Financing Rural Development	**4**
		2. Practical aspects in Indirect taxation	**4**
		3. Investment Ethos	**2**
	Electives	**1.** Financial Inclusion a Global Perspective	**4**
2.	**Minor** **(To be selected from other discipline)**		**4**
6.	**VI**	**OJT**	**4**
		Credits	**22**
		Total Credits	**44**

Sem. - V

Sem. - V

Vertical – 1

Major Mandatory

(4+4+2)

Syllabus
B.Com. (Management Studies)
(Sem.- V)

Title of Paper : Introduction to Cost Accounting

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course provides a foundational understanding of cost accounting principles and their application in determining product and service costs. It explores the systematic classification of costs by nature, behavior, and function to aid in managerial decision-making and price setting. Students will master the procurement and control of materials, labor remuneration systems, and the allocation of overheads using modern techniques like machine hour rates. The curriculum culminates in the preparation of detailed Cost Sheets and tenders, integrating all elements of expenditure to calculate total and unit costs. Ultimately, the course equips students with the analytical tools necessary for cost control, profit center evaluation, and break-even analysis.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To introduce the principles and scope of cost accounting and its distinct role compared to financial and management accounting. • To develop technical proficiency in material control and pricing using FIFO, LIFO, and EOQ models. • To analyze labour remuneration and overhead absorption methods to ensure accurate indirect cost distribution. • To master the preparation of Cost Sheets and quotations, enabling precise profit determination and competitive pricing.	

8	**Course Outcomes**: • Students will be able to distinguish between Fixed, Variable, and Semi-variable costs to predict cost behaviour at different production levels. • Students will demonstrate the ability to calculate Economic Order Quantity (EOQ) and manage inventory using various valuation methods. • Students will be capable of computing Labour Incentives under Halsey, Rowan, and Taylor schemes and determining Machine Hour Rates. • Students will be proficient in constructing a Complete Cost Sheet, identifying Prime Cost, Works Cost, and Cost of Sales. • Students will understand Break-even Analysis to identify the point where total revenue equals total costs.
9	**Modules**:- Per credit One module can be created
	Module 1: Introduction to Cost Accounting
	• **Costing Accounting -** Meaning, Objectives, Scope, Advantages, Limitations, • **Cost concepts and classifications:** By nature: Material, Labour, Expenses, By function: Production, Administration, Selling & Distribution, By behaviour: Fixed, Variable, Semi-variable • **Difference between:** Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting • Elements of Cost, Cost Sheet Concept, Tender and quotation pricing
	Module 2: Material Costing
	• **Material Cost** -Meaning, & Importance, Types of Material Costing, Material procurement procedure • **Material Control**-Concept, Objectives, Requisites of Good Material Control System, EOQ- Concept (Simple Problems), Re-order level, • **Methods of pricing material issues**: FIFO, LIFO, Simple & Weighted Average (simple problems) • **Treatment of material losses**: Normal loss, Abnormal loss
	Module 3: Labour and Overheads Cost
	• **Labour and Overheads Costing -**Time Keeping and Tine Booking Meaning and Importance, Idle time and overtime • **Methods of Remuneration Systems-**Time and Piece rate system, Meaning & Principles of incentive Schemes (Halsey, Rowan, Taylor – basic level) - (Simple problems on schemes) , • **Overheads**: Meaning of Allocation, Apportionment and Absorption of Overhead-Concept • **Methods of absorption**: Percentage method, Machine hour rate, Over/Under absorption of overheads, Concept of Break even Analysis.
	Module 4: Classification of Cost and Cost Sheet
	• Classification of costs, Cost of Sales, Cost Centre, • Cost Unit, Profit Centre and Investment Centre • Cost Sheet, Total Costs and Unit Costs, Different Costs for different purpose. • Simple practical problems on preparation of Cost Sheet.

10	**Reference Books:** • *Arora, M. N. (2025). Cost accounting: Principles and practice (13th ed.). Vikas Publishing House.* • *Jain, S. P., & Narang, K. L. (2024). Advanced cost accounting (Methods and techniques). Kalyani Publishers.* • *Lal, J., & Srivastava, S. (2023). Cost accounting (5th ed.). McGraw Hill Education.* • *Taxmann. (2025). Cost & management accounting (University Edition). Taxmann Publications.* • *Jawahar, L. (2022). Cost accounting (6th ed.). Tata McGraw-Hill.* • *Khan, M. Y., & Jain, P. K. (2023). Management accounting: Text, problems and cases (8th ed.). McGraw-Hill Education.* • *Maheshwari, S. N., & Mittal, S. N. (2024). Cost accounting: Theory and problems. Shree Mahavir Book Depot.* • *Vashist, C. D., & Saxena, V. K. (2023). Advanced cost and management accounting. Sultan Chand & Sons.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Syllabus
B.Com. (Management Studies)
(Sem.- V)

Title of Paper : Practical Aspects in Direct taxation

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course provides a comprehensive exploration of the Indian Direct Tax system, focusing on the practical computation of total income for individuals. Students will navigate the complexities of residential status and the five distinct heads of income, including Salaries, House Property, and Capital Gains. The curriculum emphasizes real-world application, covering essential deductions under Chapter VI-A and the procedural requirements for filing returns. By integrating recent legislative changes and tax audit provisions, the course prepares learners to handle individual tax compliance with precision. It bridges the gap between theoretical legal provisions and the practicalities of self-assessment and tax planning.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To familiarize students with the fundamental concepts and legal terminology of Direct Tax, including the distinction between capital and revenue items. • To enable students to determine the residential status of individuals and understand how it dictates the scope of their taxable global income. • To provide hands-on training in calculating taxable income across all five heads, applying relevant exemptions, and utilizing the Cost Inflation Index. • To develop the ability to compute final tax liabilities by applying Chapter VI-A deductions and understanding the procedural flow of tax filing and audits.	

8	**Course Outcomes:** • Students will be able to interpret and apply the "Basis of Charge" for various types of income under current tax laws. • Students will demonstrate the ability to solve practical problems regarding Residential Status and the Set-off/Carry-forward of losses. • Graduates will be capable of preparing comprehensive statements of total income and identifying the necessary documentation for filing Returns of Income (ITR). • Students will be able to determine the applicability of Tax Audits (u/s 44AB) and simplified presumptive taxation schemes for small businesses.
9	**Modules**:- Per credit One module can be created
	Module 1: Definitions and Residential Status
	• **Basic Terms:** Basis of charge, capital/revenue receipts, distinction between capital and revenue items, and agricultural income, • Practical understanding of terms like Assessee, Assessment Year, Previous Year, and Person, • **Residential Status:** Practical problems on determining the residential status of an Individual Resident, R&OR, R&NOR, or Non-Resident (under the year Direct Tax Code changes) • **Scope of Total Income:** Calculating which incomes are taxable based on the residential status identified.
	Module 2: Heads of Income – I
	• **Income from Salaries:** Computation of taxable salary, including basic pay, allowances (HRA, TA), and perquisites. • **Income from House Property:** Calculating the Annual Value, deductions under Section 24, and taxable income from let-out or self-occupied properties. • **Profits & Gains from Business or Profession (PGBP):** Basic practical problems on allowable and disallowed expenses for individuals. • **Tax Audit** u/s 44AB, and provisions u/s 43A, 43B, 43AA, 44Ad, and 44AE
	Module 3: Heads of Income – II
	• **Capital Gains:** Computing Short-term and Long-term capital gains, including the use of Cost Inflation Index (CII) and exemptions under Section 54. • **Income from Other Sources:** Taxability of dividends, interest, and gifts • Set Off and Carry Forward of Losses, Rebate and Relief • **Exclusions:** Identifying incomes that do not form part of the total income (Section 10).
	Module 4: Deductions and Final Computation

	• **Deductions under Chapter VI-A:** Deductions as applicable to individuals, Practical application of sections like **80C** (Investments), **80D** (Medical Insurance), **80E** (Education Loan), and **80U** (Disability). • **Computation of Total Income:** Computation of net taxable incomes, A comprehensive practical sum where you combine all heads of income, subtract deductions, • **Arrive at the Total Taxable Income** for an individual AMT but excluding Non-resident) • **Filing of Return of Income:** old and new tax regimes**,** Concept of advance tax**,** PAN, Self-assessment and intimation	
10	**Reference Books:** • *Ahuja, G., & Gupta, R. (2025). Direct taxes law & practice: With special reference to the tax planning (11th ed.). Bharat Law House.* • *Income Tax Department. (n.d.). Tutorials: Tax laws & rules. Ministry of Finance, Government of India. https://www.incometaxindia.gov.in* • *Singhania, V. K., & Singhania, M. (2025). Students' guide to income tax: Including GST (72nd ed.). Taxmann Publications* • *Manoharan, T. N. (2024). Students' handbook on income tax law. Snow White Publications.* • *Income Tax Act, 1961, § 10, § 24, § 44AB, § 80C. (India).* • *Ministry of Finance. (2024). The Finance Act, 2024. Gazette of India. https://egazette.nic.in* • *In-text citation: (Income Tax Act, 1961) or (Singhania & Singhania, 2025).* • *Specific Section: (Income Tax Act, 1961, Section 80C).*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

IKS
(2)

Syllabus
B.Com. (Management Studies)
(Sem.- V)

Title of Paper : IKS in Indigenous Banking and Wealth Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This study explores the sophisticated indigenous financial ecosystem of 18th-century India, focusing on the transition from traditional merchant guilds to powerful private banking houses. It examines the operational mechanics of the *Hundi* system and the strategic wealth management practices used by "merchant princes" like the Jagat Seths to manage state-level finances. By analyzing these pre-colonial credit instruments and portfolio diversification strategies, the course bridges historical Indian finance with modern wealth management principles. Students will evaluate how "Financial Honor" (*Pat*) and private information networks served as precursors to modern credit ratings and relationship management. Ultimately, the syllabus provides a holistic view of India's long-standing financial intelligence and its relevance to contemporary Indian Knowledge Systems (IKS).
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: • To Analyze the operational mechanics of indigenous credit instruments, specifically the *Darshani* and *Muddati Hundis*, as tools for remittance and inland trade financing. • To Evaluate the role of 18th-century "Great Firms" in managing state fiscal operations, minting, and tax revenue collection. • To Appraise the risk-mitigation strategies used by traditional bankers, including the use of private intelligence networks and the preservation of financial credibility. • To Synthesize historical wealth management concepts with modern financial frameworks, such as HNI (High Net Worth Individual) services and RBI guidelines.	

8	**Course Outcomes**: Students will be • Demonstrate a technical understanding of the pre-colonial money market and the diverse functions of indigenous banking communities like the Shroffs and Mahajans. • Apply historical portfolio diversification lessons (investing in land, shipping, and bullion) to modern risk-hedging scenarios. • Critically assess the impact of colonial economic shifts on the decline of indigenous private banking and the rise of formal joint-stock institutions. • Formulate an ethical perspective on wealth management by comparing traditional Indian business ethics (*Dharma*) with modern corporate governance
9	**Modules**:- Per credit One module can be created
	Module 1: Foundations & Mechanisms of Indigenous Finance
	• **Introduction to Indigenous Banking:** Definitions and features; evolution of community-based guilds (Multanis, Marwaris, and Pathans). • **The Anatomy of a Hundi:** Operational Mechanics: *Darshani* (Demand) vs. *Muddati* (Usance) Hundis, Discounting methods, brokerage, and "Ant" (local credit currency). • **Core Operational Functions:** Remittance and Inland Trade Financing, Information Irregularity & Private Postal Networks (The 18th-century "Bloomberg" terminal). • **The Concept of 'Pat' (Financial Honor):** Creditworthiness without formal credit scores; transition from agricultural surplus to liquid merchant capital.
	Module 2: Strategic Wealth Management & Modern Integration
	• **The 'Jagat Seth' Model (Case Study):** The "Banker of the World" strategy, Managing state mints and tax revenue, State-Banker Interdependence, and imperial finance under Mughals/British. • **Portfolio Diversification & Risk Hedging:** Moving beyond bullion: Investments in shipping, textiles, and Zamindari rights and hedging political risks via regional alliances (Marathas, Nawabs, Mysore). • **Evolution to Modern Wealth Management:** From *Shroffs* to HNI (High Net Worth Individual) Services, Comparing ancient *Gumashtas* to modern Relationship Managers. • **The Modern Interface & Ethics:** IKS (Indian Knowledge Systems) integration in modern finance, Ethical frameworks in wealth preservation: A comparison of 18th-century "Dharma" in business vs. modern ESG/RBI guidelines.
10	**Reference Books:** • *Dash, R. K., Sadek Shibli, M. J., & Saha, M. (2024). Breaking the chain: Strategies against hundi and money laundering in Bangladesh. International Journal of Humanities & Social Science Studies, 10(4), 256–270.* • *Leonard, K. B. (1979). The 'Great Firm' theory of the decline of the Mughal Empire. Comparative Studies in Society and History, 21(2), 151–167.* • *Shahnawaz, M. (2021). Huṇḍī and Nirakh Huṇḍāwan: Indic mercantile instruments in the Persianate bazaar. Journal of the Economic and Social History of the Orient, 64(5-6), 660–692.* • *Singh, C., & Naik, G. (2018). Financial inclusion after PMJDY: A case study of Gubbi Taluk, Tumkur. SSRN Electronic Journal.*

	• *Adukia, R. S. (n.d.). An overview of banking sector in India. CAAA.* • *Bhanu Murthy, K. V., & Tatu Deb, A. (2008). Concept of deregulation: Lessons from banking history in India. IGIDR.* • *University of Pretoria. (n.d.). Project codification: Legal legacies of the British Raj on the Indian mercantile credit institution hundi.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

SEM V
Vertical – 1
Electives
(4)

Syllabus
B.Com. (Management Studies)
(Sem.- V)

Title of Paper: Investment Analysis and Portfolio Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course introduces learners to the nature and process of investments, major investment alternatives, functioning of primary and secondary markets, market indices, SEBI regulations, and the fundamentals of risk–return analysis. The course builds analytical skills through fundamental and technical security analysis, including economic, industry and company evaluation, basic valuation models, chart patterns, and market efficiency concepts. Students further develop portfolio construction and management capabilities by understanding diversification, asset allocation, portfolio risk measurement, and evaluation tools such as Sharpe, Treynor, and Jensen ratios.
2	**Vertical :**	Electives
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To introduce fundamental concepts of investment, financial markets, and return–risk relationships. • To equip learners with tools for security analysis, valuation, and portfolio construction. • To develop practical skills in interpreting market data and evaluating investment opportunities. • To familiarize students with portfolio management strategies and investor behaviour and critical and ethical decision-making in investment management.	

8	**Course Outcomes**: By the end of this course, learners will be able to: • Explain the fundamentals of investment and financial markets and analyse risk, return, and valuation of equity, debt, and other assets. • Apply tools like fundamental analysis & basic technical analysis and Construct and evaluate a simple investment portfolio. • Understand diversification, asset allocation, and investor psychology. • Interpret market indices and mutual fund performance reports.
9	**Modules**:- Per credit One module can be created
	Module 1: Introduction to Investments & Financial Markets
	• **Basic Investments:** Meaning, Nature & Process of Investment**,** Investment Vs Speculation Vs Gambling**,** Types of Investors • **Investment Alternatives:** Equity, Preference Shares**,** Debenture/ Bonds**,** Mutual Fund**,** Derivatives (Basic Overview)**,** Real Estate, Gold& Deposits • **Financial Markets & Instruments:** Primary & Secondary Market **,** Stock Exchange- NSE, BSE, Market Indices- Sensex, Nifty (Concepts & Interpretation)**,** SEBI Guidelines Overview • **Risk & Return:** Meaning & Measurements**,** Types of Risk**,** Risk-return Trade-off
	Module 2: Security Analysis (Fundamental & Technical)
	• **Fundamental Analysis:** Economy analysis**,** Industry analysis**,** Company analysis**,** Financial statements for investors**,** Ratio analysis for investment decisions • **Valuation of Securities:** Dividend Discount Model (simple)**,** Price-Earnings Ratio method**,** Bond valuation: YTM (basic) • **Technical Analysis:** Candlestick Charts, Dow Theory (basics)**,** Price & volume charts**,** Trend lines & support-resistance**,** Moving averages**,** Simple chart patterns (head & shoulders, double top) • **Market Efficiency:** Efficient Market Hypothesis (introductory level), Implications for Investors, Criticisms and Anomalies
	Module 3: **Portfolio Construction & Management**
	• **Meaning of Portfolio Management:** Investment vs portfolio**,** Portfolio objectives**,** Role of a portfolio manager • **Portfolio Construction:** Diversification**,** Asset allocation**,** Capital Market Line & Security Market Line (basic concepts) • **Risk Measurement in Portfolios:** Portfolio risk & return**,** Beta coefficient (introductory)**,** Systematic vs unsystematic risk • **Portfolio Evaluation:** Sharpe ratio**,** Treynor ratio**,** Jensen's Alpha (Conceptual calculations only – moderate difficulty)
	Module 4: Mutual Funds, Behavioural Finance & Emerging Trends

	• **Mutual Funds:** Concept, types, NAV**,** SIP, SWP, STP**,** Reading a mutual fund factsheet**,** AMFI role (overview) • **Behavioural Finance:** Investor psychology**,** Heuristics & biases**,** Overconfidence**,** Herd mentality**,** Anchoring**,** Loss aversion • **Portfolio Strategies:** Passive vs active strategies**,** Value vs growth investing**,** Index investing (basics) • **Fintech in Investments (Introductory):** Online trading platforms**,** Robo-advisory**,** Digital investment products (ETF, REIT, INVIT – overview)	
10	**Reference Books:** • *Chandra, P. (2021). Investment analysis and portfolio management (6th ed.). McGraw Hill Education (India).* • *Kevin, S. (2022). Security analysis and portfolio management (3rd ed.). PHI Learning.* • *Ranganatham, M., & Madhumathi, R. (2012). Security analysis and portfolio management (2nd ed.). Pearson Education India.* • *Reilly, F. K., Brown, K. C., & Leeds, S. J. (2019). Investment analysis & portfolio management (11th ed.). Cengage Learning.* • *Singhania, K. (2025). Investment management. Taxmann Publications.* • *Security Analysis & Portfolio Management – Fischer & Jordan* • *Investments – Zvi Bodie, Alex Kane, Alan Marcus* • *Portfolio Management – V.A. Avadhani* • *SEBI publications* • *AMFI reports* • *RBI bulletins* • *NSE/BSE learning modules*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Vertical - 4

VSC
(2)

Syllabus
B. Com. (Management Studies)
(Sem.- V)

Title of Paper: Ethics in Financial Markets

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	The subject Ethics in Financial Markets examines the moral principles, values, and professional standards that guide behavior in financial systems. It explores ethical challenges faced by individuals and institutions operating in financial markets. The course typically covers topics such as financial system, components of financial system and financial markets particularly. It also includes ethical theories which can be applied in the financial markets. By integrating ethical theories with practical financial decision-making, the course helps students develop critical thinking skills and a strong ethical framework. Students will study the regulatory system of financial markets and real-world cases involving financial scandals, regulatory failures, and ethical dilemmas to understand how unethical behavior can undermine market integrity and public trust.
2	**Vertical :**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: • To understand the relevance of ethics in the financial industry and the broader corporate context. • To gain knowledge of global developments, governance norms, and best practices in ethical finance. • To study and evaluate ethical dilemmas faced by finance professionals. • To understand the roles and responsibilities of individuals, corporations, and regulatory bodies in maintaining market integrity.	

8	**Course Outcomes**: The students will be able to, • Explain fundamental ethical theories and principles applicable to financial markets • Identify and analyze ethical issues and conflicts of interest in financial markets • Apply regulatory frameworks, professional codes of conduct, and compliance standards • Analyze real-life case studies involving financial scams, market manipulation, and misconduct, and propose ethically sound solutions	
9	**Modules**:- Per credit One module can be created	
	Module 1: Introduction to Financial Markets	
	• Financial System--- Overview--- Functions--- Components--- Classification • Financial Market---Concept, Classification and Structure, Participants--- Capital markets--- Money Markets--- Foreign Exchange Market • Concept, Classification and Structure, Participants--- Commodity Markets--- Derivative Markets • Financial Regulators--- Meaning and Role of Financial Regulators	
	Module 2: Ethics in Financial Markets	
	• Ethics in Financial Market--- Meaning--- Significance--- Ethical Principles in Finance • An Overview of Ethical Theories--- Utilitarianism, Deontology, Virtue Ethics • Ethical Challenges and Solutions in Financial Markets • Role of Regulations and Regulatory Bodies (e.g. SEBI/SEC, CFA Institute Code of Ethics)--- Corporate Governance and Ethical Structure --- Case Studies	
10	**Reference Books:** • *Boatright, J. R. (2010). Finance ethics: Critical issues in theory and practice. John Wiley & Sons.* • *Boatright, J. R. (2013). Ethics in finance. John Wiley & Sons.* • *Broad, C. D. (2014). Five types of ethical theory. Routledge.* • *De Bruin, B. (2015). Ethics and the global financial crisis. Cambridge University Press.* • *Dembinski, P. H. (2017). Ethics and responsibility in finance. Routledge.* • *Kidwell, D. S., Blackwell, D. W., Whidbee, D. A., & Sias, R. W. (2016). Financial institutions, markets, and money. John Wiley & Sons.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Vertical – 6

As Per NEP 2020

University of Mumbai

Syllabus for Community Engagement Project (CEP) Vertical-6	
Faulty of Commerce & Management	
Ad -hoc Board of Studies in B. Com (Management Studies)	
Name of the Programme – B. Com (Management Studies) Finance	
Semester	**V**
Credit	**2**
Duration	**30 hrs (Field Work+ Survey) + 15hrs (Discussion + Report Writing) : Total - 45 hrs**
From the Academic Year	**2026-27**

Name of Faculty:- Commerce & Management
Name of Programme :- B. Com (Management Studies) Finance
Duration :- 30 hrs (Field Work+ Survey) + 15hrs (Discussion + Report Writing) : Total - 45 hrs

Indicative Topics for CEP

Sr. No.	Name of the Topic
1	Financial Literacy & Inclusion for various groups
2	Digital Banking Safety for Senior Citizens
3	Micro-Finance for SHGs/ Bachat Gat
4	Financial Planning for Low-Income Groups
5	Cyber-Safety Awareness in Finance handling
6	Financial Literacy for Domestic Workers
7	The "Pink Wallet" Initiative
8	Smart Money for Students
9	Smart Money for Housewife
10	PMJDY Awareness Campaign
11	Pension Planning for Unorganized Workers
12	Sukanya Samriddhi Outreach
13	Healthcare Financing Awareness
14	MSME Loan Facilitation
15	Micro finances for small shops
16	Green Finance for Households
17	Micro-SIP Awareness
18	Gold vs. Financial Assets
19	Agricultural Finance & Crop Insurance
20	Cashless Marketplace
21	Safe Fintech Usage
22	E-Rupee Awareness
23	Direct Benefit Transfer (DBT) Helpdesk
24	Online Tax Filing for Small Shops
25	Waste to Wealth Finance

The topics are indicative and the faculty members should allot Community Engagement Project that are relevant and important as per core Subject. The Community Engagement Project may be taken individual or in a group up to 5 students with proper guidance from Faculty.

Evaluation Pattern:-

Evaluation during CEP Program involves two key components :-

External Evaluation 60%

Internal Evaluation 40%

Evaluation Chart

(iii) External Evaluation (Marks 30)

Criteria	Marks
Objectives, Literature Review , Methodology, Data Analysis, Conclusion and Recommendations	15
Overall Project Report Structure and Style	5
Presentation Skills & Communication	10
Total	30

(iv) Internal Evaluation by Guide (Marks 20)

Criteria	Marks
Attendance, Community interactions completion and interaction with Supervisor	10
Overall Report quality	10
Total	20

*** Please see the Guidelines for Community Engagement Project for UG Students, as per NEP 2020**

Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman/Co-ordinator BOS/Ad-hoc BOS in B. Com. (Management Studies)

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

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

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

Sem. – VI

Sem. - VI

Vertical – 1

Major Mandatory (4+4+2)

Syllabus
B. Com. (Management Studies)
(Sem.- VI)

Title of Paper : Financing Rural Development

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	The subject focuses on the provision and management of a wide range of financial services like credit, savings etc. in rural areas to support agriculture, allied activities and non-agricultural activities for the overall socio-economic development of rural areas. It also covers challenges, risks and opportunities with regard to rural financial markets. The subject also emphases on various mechanism, institutions and policies to promote sustainable rural development.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To acquaint learners with the concept of Rural Banking • To make learners aware about the concept and significance of Micro Finance in the Rural Development • To make learners understand about the MSME framework and financing MSME for Rural Development • To make learners understand Risk Management in Rural Financing	
8	**Course Outcomes**: students will be • Understand the fundamentals of rural finance including the financial system, markets and institutes. • Learn about the role of Micro Finance, SHGs in providing finance for rural development • Analyze the risk involved in financing rural sector and its management • Develop and understand financing agriculture and allied activities, including rural	

	small and medium enterprises
9	**Modules**:- Per credit One module can be created
	Module 1: Foundations of Rural Economy and Development
	• **Conceptual Framework:** Meaning, Nature, and Scope of Rural Development, Socio-economic differences in rural and urban areas**,** • **Structure of Rural Economy:** Role of Agriculture in the rural economy; issues of landholding, fragmentation, Allied Activities, Rural Non-Farm Sector (RNFS): • **Rural Constraints and Challenges:** Rural Poverty and Inequality, Role of informal/non-institutional finance, Physical Quality of Life Index (PQLI), and Human Development Index (HDI). • **Infrastructure:** Deficiencies in transportation, communication, power, and marketing infrastructure, and their impact on finance accessibility.
	Module 2: Micro Finance and Formal Financial Institution
	• **Evolution of Rural Credit Policy:** Review of pre-independence and early post-independence credit policies, Nationalization of Banks and the push for rural branch expansion. • **Key Financial Institutions (KFI):** NABARD; Role of Infrastructure Development Fund (RIDF), Rationale and structure of Cooperative Banks, Commercial Banks, RRBs • **Cooperative Credit Structure:** Short-term and Long-term structures; Priority Sector Lending (PSL) Concept, RBI guidelines, and targets for agriculture and weaker sections. • **Kisan Credit Card (KCC):** Mechanism, features, and role of KCC, various Crop Insurance schemes**,** significance of Primary Agricultural Credit Societies (PACS),
	Module 3: **Financial Inclusion and Microfinance Delivery**
	• **Financial Inclusion (FI):** Concept, Importance, & Barriers to Inclusion in rural areas, Role of JAM Trinity**:** *Jan Dhan*, *Aadhaar*, and *Mobile* (JAM) • **Micro Finance and Models:** Significance and limitations of Micro Finance in Rural Development, SHG-Bank Linkage Programme (SBLP), Micro Finance Institution Model (MIF), The Revenue Model of an MFI, • **Microcredit:** Microcredit operations, Evaluation of Micro Finance, Poverty Assessment Tools, difference between microfinance and traditional rural credit, • **Key Financial Schemes:** Pradhan Mantri Jan Dhan Yojana (PMJDY), Pradhan Mantri Mudra Yojana (PMMY), and Pradhan Mantri Jeevan Jyoti Bima Yojana.
	Module 4: Financial Management and Project Analysis in Rural Context
	• **Project Analysis and Appraisal, Project Feasibility:** Technical, economic, and financial feasibility analysis of rural projects (e.g., dairy unit, cold storage). • **Loan Analysis Tools: 5 Cs of Credit** (Character, Capacity, Capital, Collateral, Conditions) and the **3 Rs of Credit** (Risk, Return, Repayment). • **Financing Livelihoods and Value Chains:** Farmer Producer Organizations (FPOs), Supply Chain Finance, Warehouse Receipts Financing and post-harvest credit, Financing requirements for rural manufacturing and service sector units. • **Monitoring, Evaluation, and Sustainability:** Need and Types of Risk Management in Rural Finance, Practical Component: Case studies on successful Microfinance

	Institutions (MFIs) and rural cooperative models.	
10	**Reference Books:** • *J. Yaron, M.P. Benjamin Jr., and G.L. Piprek, "Rural Finance: Issues, Design, and Best Practices", published by World Bank* • *Katar Singh, "Rural Development: Principles, Policies and Management"* • *K. K. Tripathy and Anshu Singh (2022),* ***"****Rural Finance and Financial Inclusion: A Synthesis of Policy Milestones and Emerging Paradigms"* • *Battacharya S.N. : Rural Industrialization in India* • *Bagli V : Khadi and Village Industries in the Indian Economy* • *Vasant Desai : Organization and Management of Small Scale Industries* • *Sundaram J.B. : Rural Rurai Industrial Development K.V.I.C. : Khadi and Village Industries* • *The Gandhian Approach Vasant Desai : Problems and Prospects of Small Scale Industries in India*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Syllabus
B. Com. (Management Studies)
(Sem.- VI)

Title of Paper : Practical Aspects of Indirect Taxation

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This course provides a comprehensive understanding of the Goods and Services Tax (GST) framework in India, covering its constitutional evolution and legal definitions. Students will explore the practicalities of the Dual GST model, including registration procedures, the concept of supply, and valuation rules. A significant focus is placed on the mechanics of Input Tax Credit (ITC), Reverse Charge Mechanisms, and accurate tax computation. The curriculum also delves into essential documentation, such as E-Way bills and E-invoicing, alongside the filing of various GST returns. Ultimately, the course bridges the gap between legal theory and professional tax administration.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To familiarize students with the constitutional basis and evolution of indirect taxation in India. • To develop a deep understanding of the legal definitions, registration processes, and the scope of supply under the GST Act. • To equip students with the technical skills to compute tax liability and manage Input Tax Credit (ITC) efficiently. • To provide practical knowledge regarding statutory documentation and digital compliance, including E-way bills and GSTR filings.	

8	**Course Outcomes**: • Students will be able to explain the "Dual GST" structure and the administrative role of the GST Council. • Students will demonstrate the ability to determine the Time, Place, and Value of Supply for various business transactions. • Students will be proficient in calculating Net Tax Payable by accurately setting off ITC against Gross Tax Liability. • Students will be capable of identifying the requirements for valid tax invoices and understanding the triggers for RCM and the Composition Scheme.
9	**Modules**:- Per credit One module can be created
	Module 1: Introduction to GST & Registration
	• Features, advantages and disadvantages of indirect taxation, Sources and Authority of taxes in India (Art 246 of the Indian Constitution) • Evolution of GST, GST in India, Benefits of GST, • Dual GST Model (CGST, SGST, IGST, UTGST), and the GST Council. • Definitions: Section 2(17) Business, Section 2(31) Consideration, Section 2(45) Electronic Commerce Operator Section 2(52) Goods, Section 2(56) India, Section 2(78) Non taxable Supply, Section 2(84), Person, Section 2(93) Recipient, Section 2(98) Reverse charge, Section 2(102) Services, Section 2(105) Supplier, Section 2(107) Taxable Person, Section 2(108) Taxable Supply
	Module 2: Registration, Supply and Valuation
	• Persons liable for registration, compulsory registration, and the procedure for obtaining a GSTIN, • Deemed Registration, Amendment, Cancellation and Revocation of Registration, • Levy and Collection GST, Concept of Supply, Scope of "Supply" (Section 7), Composite and Mixed supplies, • Place and Time of Supply, Value of Supply
	Module 3: Input Tax Credit (ITC) & Tax Computation
	• Eligibility and conditions for taking ITC, apportionment of credit, and blocked credits. • Computation of GST under Inter State supplies and Intra State Supplies, • Calculating Gross Tax Liability and setting off ITC to find the Net Tax Payable. • Reverse Charge Mechanism (RCM), Understanding cases where the recipient pays the tax.
	Module 4: **Documentation and Returns**
	• Tax Invoice, Requirements of a valid invoice, Debit/Credit notes, and Bill of Supply, Overview of GSTR-1, GSTR-3B, and Annual Returns. • Electronic Ledgers (Cash, Credit, and Liability ledgers) and interest on delayed payments. • E-Way Bill, E-invoicing, Composition Scheme (Section 10), Power to Grant Exemption • Negative list of GST, GST Rate Schedule for Goods and Services

	Note: **Circulars and Notifications:** GST is subject to frequent changes by the GST Council.	
10	**Reference Books:** • *Datey, V. S. (2025). GST ready reckoner (24th ed.). Taxmann Publications.* • *Gupta, S. S. (2024). GST law & practice. Taxmann Publications.* • *Ministry of Finance, Government of India. (n.d.). Goods and Services Tax (GST) council. https://gstcouncil.gov.in/* • *Singhania, V. K., & Singhania, M. (2025). Students' guide to income tax including GST (70th ed.). Taxmann Publications.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Syllabus
B.Com. (Management Studies)
(Sem.- VI)

Title of Paper : Investment Ethos

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This course examines the intersection of moral philosophy and modern financial management, focusing on the transition from traditional profit-maximization to ethical "purpose-driven" investing. It explores the fiduciary duties of wealth managers, the psychological biases influencing financial misconduct, and the rising significance of ESG (Environmental, Social, and Governance) frameworks. By integrating Indian Knowledge Systems (IKS), specifically the balance between *Artha* and *Dharma*, the syllabus provides a culturally rooted yet globally relevant perspective on market integrity. Students will gain the analytical tools to navigate complex regulatory landscapes, identify "greenwashing," and manage wealth with a commitment to long-term sustainability and social impact.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: • To Evaluate the core ethical theories—Utilitarianism and Deontology—within the context of the CFA Institute's Code of Ethics and professional conduct. • To Analyze the impact of emerging technologies, such as AI and algorithmic trading, on fiduciary duties and market transparency. • To Assess the materiality of ESG factors and the SEBI Business Responsibility and Sustainability Reporting (BRSR) framework in modern portfolio construction. • To Compare indigenous Indian concepts of financial honor (*Pat*) with contemporary global credit rating and corporate governance standards.	

8	**Course Outcomes**: Students will be able to • Identify and Mitigate potential conflicts of interest and market manipulations like insider trading and pump-and-dump schemes in investment scenarios. • Apply behavioural finance insights to recognize psychological biases that lead to unethical decision-making in wealth management. • Design an investment strategy that aligns with "Impact Investing" principles while avoiding the risks of greenwashing. • Formulate an ethical leadership approach in finance by synthesizing modern regulatory requirements (ISSB/Paris Agreement) with traditional ethical values.
9	**Modules**:- Per credit One module can be created
	Module 1: The Ethical Framework of Modern Markets
	• **Foundations of Financial Ethics:** Comparison of Utilitarianism (greatest good) vs. Deontology (duty-based ethics) in investment, The CFA Institute Code of Ethics and Standards of Professional Conduct. • **Conflicts of Interest & Fiduciary Duty:** Managing the Principal-Agent problem, Ensuring the client's interest precedes the manager's, Ethics in Algorithmic Trading, Bias in AI-driven wealth management tools. • **Market Integrity:** Identifying and preventing Insider Trading, Pump-and-Dump schemes, and Market Manipulation, The "Whistleblower" Culture**,** Protection mechanisms and the cost of silence. • **Behavioural Ethics:** Psychological biases (Overconfidence, Loss Aversion) that lead to unethical financial decisions.
	Module 2: Sustainable Finance & Impact Investing
	• **The Rise of ESG Investing:** Environmental: Climate risk and carbon foot-printing, Social: Human rights, labour standards, and community impact, Governance: Executive compensation, board diversity, and shareholder rights. • **Impact & Values-Based Investing:** The Spectrum of Capital**,** From Philanthropy to Venture Philanthropy to Impact Investing, Greenwashing: Analyzing the ethical risks of misleading "green" claims in financial products. • **IKS (Indian Knowledge Systems) & Wealth Ethics:** The concept of *Artha* (wealth) balanced with *Dharma* (righteousness), Ethical lessons from indigenous systems: Comparing 18th-century "Pat" (Honor) to modern Credit Ratings. • **Global Regulatory Landscape:** SEBI's BRSR (Business Responsibility and Sustainability Reporting) framework in India, Global standards: ISSB (International Sustainability Standards Board) and the Paris Agreement goals.
10	***Reference Books:*** • *Boatright, J. R., & Smith, J. D. (2021). Ethics and the conduct of business (9th ed.). Pearson.* • *CFA Institute. (2024). Code of ethics and standards of professional conduct.* • *Securities and Exchange Board of India (SEBI). (2021). Business responsibility and sustainability reporting (BRSR) by listed entities.* • *Tripathi, S. (2022). Artha and Dharma: The dual pillars of ancient Indian economic thought and their modern relevance. Journal of Indian Business Ethics, 14(2), 45–62.* • *International Sustainability Standards Board (ISSB). (2023). IFRS S1 General requirements for disclosure of sustainability-related financial information. IFRS Foundation.*

	• *World Economic Forum. (2025). The future of AI in wealth management: Ethical considerations and bias mitigation.* • *United Nations Environment Programme (UNEP). (2024). The Paris Agreement and the role of global finance.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

SEM VI
Vertical – 1
Electives
(4)

Syllabus
B.Com. (Management Studies)
(Sem.- VI)

Title of Paper : Financial Inclusion a Global Perspective

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course examines the global movement to provide affordable and accessible financial services to marginalized populations. It explores the transition from traditional banking to tech-driven inclusion models, analyzing successful case studies from India, Africa, and Latin America. Students will evaluate the role of the "JAM" trinity and Fintech innovations like UPI and mobile money in driving economic growth. The curriculum addresses the challenges of financial literacy, cybersecurity, and the digital divide. Ultimately, the course prepares students to design and manage inclusive financial strategies in a globalized economy.
2	**Vertical :**	Electives
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To understand the theoretical and practical barriers to financial access globally. • To analyze the different models of financial inclusion adopted by various emerging and developed nations. • To evaluate the transformative role of technology (Fintech, Blockchain, AI) in reaching the unbanked. • To assess the socio-economic impact of financial inclusion on poverty, gender equality, and sustainable development.	

8	**Course Outcomes**: • Students will be able to interpret Global Findex data to compare the inclusion levels of different countries. • Students will demonstrate knowledge of the regulatory frameworks (like RBI guidelines and SEBI) that support inclusive finance. • Students will be capable of identifying the business opportunities in the "Bottom of the Pyramid" (BoP) market. • Students will be able to draft a Financial Literacy program tailored for a specific demographic or region.
9	**Modules**:- Per credit One module can be created
	Module 1: Foundations of Financial Inclusion
	• **Concept & Philosophy:** Meaning, scope, and history of Financial Inclusion; the link between Financial Inclusion and Economic Development. • **Financial Exclusion:** Causes and consequences of being "unbanked"; social, geographical, and psychological barriers. • **Global Landscape:** The World Bank's Global Findex database; the "Universal Financial Access 2020" initiative and its progress. • **Stakeholders:** Role of Governments, Central Banks (RBI, Fed, ECB), NGOs, and International Organizations (IMF, UN).
	Module 2: Models and Policies: India vs. The World
	• **The Indian Experience:** Evolution of Financial Inclusion in India; Pradhan Mantri Jan Dhan Yojana (PMJDY); The "JAM" Trinity (Jan Dhan, Aadhaar, Mobile). • **Global Best Practices:** The Kenyan M-Pesa model (Mobile Money); Brazil's Correspondent Banking; Bangladesh's Microfinance movement (Grameen Bank). • **Credit Delivery Mechanisms:** Self-Help Groups (SHGs), Micro-finance Institutions (MFIs), and Small Finance Banks. • **Financial Literacy:** Meaning and importance; Global initiatives for financial education and consumer protection.
	Module 3: Fintech & Digital Financial Inclusion
	• **The Digital Revolution:** Role of Fintech in bridging the gap; Payments Banks, Digital Wallets, and UPI (Unified Payments Interface). • **Banking Technology:** Business Correspondent (BC) model; AEPS (Aadhaar Enabled Payment System); Branchless Banking. • **Emerging Tech:** Blockchain for financial identity; AI in credit scoring for individuals without credit histories. • **Cybersecurity & Risks:** Data privacy, digital fraud, and the "Digital Divide"—the risk of excluding those without smartphones.
	Module 4: Impact Assessment & Future Trends

	• **Measurement:** Key Performance Indicators (KPIs) for Financial Inclusion—Access, Usage, and Quality of financial services. • **Social Impact:** Poverty alleviation, women empowerment through financial independence, and support for MSMEs. • **Sustainable Development Goals (SDGs):** How Financial Inclusion acts as an enabler for the 17 UN SDGs. • **The Road Ahead:** Central Bank Digital Currencies (CBDC) and their role in inclusion; Green Financial Inclusion (financing for climate resilience).	
10	**Reference Books:** • *Chakravarty, S. R. (2024). Financial inclusion: Concepts, issues and policies. Springer Nature.* • *Demirguc-Kunt, A., Klapper, L., Singer, D., & Ansar, S. (2022). The Global Findex Database 2021: Financial inclusion, digital payments, and resilience in the age of COVID-19. World Bank Publications.* • *Joseph, M., & Varghese, T. (2023). Digital financial inclusion: Evidence from India. Routledge India.* • *Reserve Bank of India. (n.d.). National strategy for financial inclusion. https://www.rbi.org.in/* • *World Bank. (2025). Financial inclusion: Overview and global statistics. https://www.worldbank.org/en/topic/financialinclusion*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

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
2. Case Study writing } any two 10 Marks
3. Quiz **OR** Group discussion

4. Class Test (Mandatory) with objectives 10 Marks

Total 20Marks

External Paper Pattern (30 Marks)

Write any **TWO** questions from the following

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

QUESTION PAPER PATTERN
(External and Internal)

Paper Pattern **4 Credits** **(Total 100 Marks)**

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern **(40 Marks)**

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

} any two (10 Marks each) 20 Marks

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

Total 40 Marks

External Paper Pattern **(60 Marks)**

External Paper Pattern **(60 Marks)**
Write any **FOUR** questions from the following

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

Letter Grades and Grade Points:

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

Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman/Co-ordinator BOS/Ad-hoc BOS in B. Com. (Management Studies)

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

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

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

AC –
Item No. –

As Per NEP 2020

University of Mumbai

Syllabus for Major **Vertical – 1 & 4 and 6**		
Faculty of Commerce & Management		
Board of Studies in B. Com (Management Studies)		
Name of the Programme – B.Com. (Management Studies) (HR)		
U.G. Third Year Programme	**Exit Degree**	**B.Com. (Management Studies) (HR)**
Semester		**V & VI**
From the Academic Year		**2026-27**

University of Mumbai

(As per NEP 2020)

Sr. No.	Heading	Particulars
1	**Title of program** **O:_____**	**B. Com (Management Studies)**
2	**Exit Degree**	**B. Com (Management Studies) (HR)**
3	**Scheme of Examination** **R: _____**	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination
4	**Standards of Passing** **R: _____**	**40%**
5	**Credit Structure** **R: _____**	**Attached herewith**
6	**Semesters**	**Sem. V & VI**
7	**Program Academic Level**	**5.5**
8	**Pattern**	**Semester**
9	**Status**	**New**
10	**To be implemented from Academic Year**	**2026-27**

Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman
Ad-hoc BOS in B. Com. (Management Studies)

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

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

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

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

	R:_____E								
Level	**Semester**	**Major**		**Minor**	**OE**	**VSC, SEC (VSEC)**	**AEC, VEC, IKS**	**OJT, FP, CEP, CC,RP**	**Cum. Cr. / Sem.**	**Degree/ Cum. Cr.**
		Mandatory	**Electives**							
5.5	V	10 **Marketing** Tourism Marketing Management (4) E-Commerce (4) Kautilya's Trading Philosophy (2) **Finance** Introduction to Cost Accounting (4) Practical Aspects in Direct Taxation (4) Indigenous Banking and Wealth Management (2) **HR** HRM in Global Perspective (4) Human Resource Accounting and Audit (4) The Gurukul Model in Corporate HR (2)	4 **Marketing** Supply Chain Management (4) **Finance** Investment Analysis and portfolio management (4) **HR** Strategic Human Resource Management (4)	4		VSC: 2 **Marketing** Marketing Ethics (2) **Finance** Ethics in Financial Market (2) **HR** Power & Politics in HRM (2)		FP/CEP:2	22	**UG Degree 132**
	R:_____F									
	VI	10 **Marketing** International Marketing (4) Rural Marketing (4) Branding in Indian Art and Culture Heritage (2) **Finance** Financing Rural Development (4) Practical Aspects in Indirect Taxation (4) Investment Ethos (2) **HR** Contemporary Issues in HRM (4) Skilling and Usages of AI in HR (4) Crisis Leadership: Lessons from the Disasters (2)	**Marketing** Export Marketing Practices and Procedures (4) **Finance** Financial Inclusion a Global Perspective (4) **HR** Performance Management (4)	4				OJT :4	22	
	Cum Cr.	48	8	18	12	8+6	8+4 +2	8+6 +4	132	

Exit option: Award of UG Degree in Major with 132 credits OR Continue with Major and Minor

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

[* 2 Credit IKS Major paper (Core Subject Specific) Theory]

Program Structure for Sem. V & VI (HR)

(NEP 2020)

Vertical No		Paper Title	Credits
Sem. V			
1.	**Mandatory**	**1.** HRM in Global Perspective	**4**
		2. Human Resource Accounting and Audit (4)	**4**
		3. The Gurukul Model in Corporate HR	**2**
	Electives	**1.** Strategic Human Resource Management	**4**
2.		**Minor** **(To be selected from other discipline)**	**4**
4.	**VSC**	**1.** Power & Politics in HRM	**2**
6.		**CEP** **(To be selected from CEP topic list)**	**2**
		Credits	**22**
Sem. VI			
1.	**Mandatory**	**1.** Contemporary issues in HRM	**4**
		2. Skilling and Usages of AI in HR	**4**
		3. Crisis Leadership: Lessons from the Disasters	**2**
	Electives	**1**.Performance Management	**4**
2.		**Minor** **(To be selected from other discipline)**	**4**
6.	**VI**	**OJT**	**4**
		Credits	**22**
		Total Credits	**44**

Sem. - V

Sem. - V

Vertical – 1

Major Mandatory

(4+4+2)

Syllabus
B.Com. Management Studies
(Sem.- V)

Title of Paper: HRM in Global Perspective

Sr. No.	Heading	Particulars
1	**Description of the course:** **Including but Not limited to :**	This course provides a strategic overview of managing human capital across international borders, highlighting the critical differences between domestic and global HR practices. It examines the foundational EPRG framework and the complexities of cross-cultural management in a diverse global workforce. Students will explore core functional areas including international staffing, compensation modeling, and performance management for expatriates. The curriculum places heavy emphasis on the "Expatriate Lifecycle," covering everything from selection and pre-departure training to the challenges of repatriation. Finally, it addresses emerging shifts in the field, such as digital transformation, global business ethics, and the management of virtual, decentralized teams.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To understand the concepts, Theoretical framework and issues of Global Practices in HRM • To get insights on the concepts of Expatriates and Repatriates. • To provide information about Global Workforce Management • To study International HRM Trends and Challenges	
8	**Course Outcomes**: • Students will be able to explain and analyse key concepts, theoretical frameworks, and issues related to Global HRM practices, • Students will be able to explain and analyze the concepts, roles, and challenges of expatriates and repatriates. • Students will be able to apply knowledge of global workforce management strategies. • Students will be able to identify, assess, and discuss emerging trends and challenges in International HRM.	

9	**Modules**
	Module 1: An Overview of Global Practices in HRM
	• **Basics of Global Practices** -Meaning, Features, Objectives, Scope, Functions, Limitations, Qualities of Global Managers, Difference between Domestics and Global HRM • **Approaches** – Ethnocentric, Polycentric, Geocentric and Re-geocentric • **Cross Culture Management** – Meaning, Features, Problems, Importance of Cultural sensitivity to International Managers, Organizational Dynamics. • **Diversity in Workforce** – Meaning, Managing Diversity at Work place, Dealing with Cultural shock
	Module 2: - Global HRM Functions
	• **International Recruitment and Selection** – Meaning, Sources of Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce • **International Compensation** – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation. • **HRM Perspective in Training and Development** – Meaning, Advantages, Concept of Cross Cultural Training, Issues in Cross Cultural Training • **International Performance Management** – Meaning, Factors influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems faced in International Performance Management.
	Module 3: **Managing Expatriation and Repatriation**
	• **Conceptual Framework** – Parent Country Nationals (PCNs), Third Country Nationals (TCNs), Host Country Nationals (HCNs) • **Expatriation** – Meaning, Advantages and Limitations of Expatriation, Reasons for Expatriation, Factors in Selection of Expatriates, Requisites of effective Expatriate Managers. • **Repatriation** (**Knowledge Transfer)** – Meaning, Process of Repatriation, Factors affecting Repatriation, Role of a Repatriate, Challenges Faced by a Repatriate. • **Issues in Expatriation and Repatriation-** Pre-Departure training, on-site support, Manage reverse culture shock, Provide re-entry orientation and offer Repatriation coaching
	Module 4: **International HRM Trends and Challenges**
	• **Diversity, Equity, and Inclusion (DEI) in Global Context -** Managing diversity across cultures, Gender, disability, generational, and ethnic diversity in global organizations • **Virtual Organizations** -Meaning and Features of Virtual Organizations, Difference between Virtual and Traditional Organization, Managing HR in Virtual Organization. • **International Business Ethics** - Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery. • **Emerging trends in Global HRM** – Offshoring – Meaning and its Importance, Role of Technology in Global HRM, Knowledge Management for Global HRM, HR due diligence, Sustainable HRM, Real-world challenges in international HR scenarios.

10	**Reference Books:** • *Opute, J. (2024). Essentials of international human resource management: The theory and practice of managing people globally. Kogan Page.* • *Syed, J., & Kramar, R. (2017). Human resource management: A global and critical perspective (2nd ed.). Bloomsbury Academic.* • *Edwards, T., & Rees, C. (2016). International human resource management: Globalization, national systems and multinational companies (3rd ed.). Pearson Education.* • *Vance, C. M., & Paik, Y. (2015). Managing a global workforce: Challenges and opportunities in international human resource management (3rd ed.). Routledge.* • *Scullion, H., & Linehan, M. (2005). International human resource management: A critical text. Palgrave Macmillan.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Syllabus
B.Com. Management Studies
(Sem.- V)
Title of Paper: Human Resource Accounting and Audit

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but Not limited to:**	This course explores the conceptual and practical frameworks for measuring human capital as a quantifiable organizational asset. It covers diverse valuation models, including Historical Cost, Replacement Cost, and Capitalized Earnings, while analyzing the shift from viewing HR as an expense to an investment. Students will master the process of HR Auditing to evaluate workforce effectiveness, compliance, and performance management systems. The curriculum culminates in the digital integration of HRA through specialized software and the preparation of human-resource-oriented financial statements. Ultimately, the course equips students to provide a data-driven justification for HR initiatives and strategic decision-making.
2	**Vertical:**	Major
3	**Type:**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted:**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** • To introduce the historical development and objectives of HRA, emphasizing the transition from money value to human value addition. • To compare and contrast cost-based and economic-value-based approaches to human resource valuation. • To develop the skills required to conduct a systematic HR Audit, from data collection via questionnaires to evaluating workforce communication. • To analyze the integration of HRA and Auditing into formal financial reporting, including P&L statements and the Human Capital Balance Sheet.	
8	**Course Outcomes:** • Students will be able to distinguish between Capital Expenditure and Revenue Expenditure in the context of human capital development. • Students will demonstrate proficiency in applying the Economic Value Model and Replacement Cost Model to determine the market value of assets. • Students will be capable of designing a Human Resource Audit Process, selecting appropriate methods such as workshops or observations for data verification. • Students will understand the use of HRA Software for automated calculations, predictive modeling, and analytics visualization. • Students will be able to draft Notes to the Accounts for human cost capitalization and amortization on a projected Balance Sheet.	

9	**Modules**:
	Module 1: Foundation of Human Resource Accounting.
	• **Concept of Human Resource Accounting:** Meaning & Definition of HRA, Need and Objectives of HRA, Historical Development of HRA along with Score Card system. • **Development of Human Resource Accounting:** Advantages and Limitations of HRA, Investment in Human Resources, Analysis of Quality of Work Force and Organizations' Performance. • **Theories & Practices of Human Resource Accounting:** Modern Market Investment Theory, Enumerating the Assets, Calculating the Market Value of Assets and Non-Marketable Assets, Types of Cost of Human Resources • **Planning of Human Resource Accounting:** Human Capital Investment, Expenditure Vs Productivity, Training, Human Capital & Productivity, Measurement of Human Value addition into Money Value.
	Module 2: Methods & Approaches of Human Resource Accounting.
	• **Cost of Production Approach:** Concept, Meaning, Advantages and Limitations of Historical Cost Model, Replacement Cost Model and Opportunity Cost Model • **Capitalised Earnings Approach:** Concept, Meaning, Advantages and Limitations of Economic Value Model and Capitalization of Salary • **Investment Approach:** Concept, Investment in Human Resources, HR Valuation Concepts, Recruiting and Training Costs, Organization Behavior Vs Turnover, Measures and Prevention. • **Organization Climate Approach:** Concept, Improvement, Determination of Changes in Human Resource Variables, Increased Costs, Cost Reduction and Future Performance.
	Module 3: Foundation of Human Resource Auditing.
	• **Introduction to Human Resource Audit** – Concept, Meaning, Features, Objectives of HR Audit Benefits and limitations of HR Audit. • **Foundation of Human Resource Auditing:** Significance, Process and Approaches of HR Audit, Principles of Effective HR Auditing, Role of HR Auditor. • **Methods for conducting HR Audit:** Concept, Interview, Workshop, Observation, Questionnaire, Components of HR Audit. • **Components of HR Audit:** Workforce Issues, Workforce Communication and Employee Relations, Performance Management, Compensation and Teambuilding System
	Module 4: **Integration of HR Auditing and Accounting.**
	• **The Integration of HR Auditing and Accounting:** Synergistic Relationship of HR Accounting & HR Auditing, Data Verification and Validation, Defining & Informing Audit Scope, Strategic Decision-Making in Auditing & Accounting. • **HRA Software:** Centralized Data Management, Automated Calculation and Modeling, Analytics and Visualization, Reporting, and Compliance Support. • **HRA Oriented Reporting Processes Including P&L and Balance Sheet:**

	Capitalization of Human Costs, Amortization and Depreciation, Enhanced P&L Statement, Notes to the Accounts. • **Experiences and Extrapolations on HRA:** Management Behavior during The Integration of HR Auditing, Challenges in Standardization and Acceptance of standards, future Human Capital Balance Sheet	
10	**Reference Books:** • *Bullen, M. L., & Flamholtz, E. G. (2021). Human resource accounting: Challenges and prospects for the 21st century. Routledge.* • *Flamholtz, E. G. (2023). Human resource accounting: Advances in concepts, methods and applications (4th ed.). Springer Science & Business Media.* • *Prabhakara Rao, D. (2022). Human resource accounting. Inter-India Publications.* • *Rao, T. V. (2024). HRD audit: Evaluating the human resource function for business improvement (3rd ed.). SAGE Publications.* • *Sharma, S. K. (2025). Human resource accounting: Theory and practice. Himalaya Publishing House.* • *Rakesh Chandra Katiyar, Accounting for Human Resources, UK Publishing* • *M. Saeed, D.K. Kulsheshtha , Human Resource Accounting, Anmol Publications.* • *D. Prabakara Rao, Human Resource Accounting, Inter India Publications* • *Human Resource Management by Gary Dessler, Pearson Publications.* • *Eric G. Flamholtz, Human Resource Accounting, Springer* • *Jac Fitz-enz, How to Measure Human Resource Management, McGraw Hill*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

IKS
(2)

Syllabus
B.Com. (Management Studies)
(Sem.- V)

Title of Paper : The Gurukul Model in Corporate HR

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course offers a critical exploration of the intersection between traditional Indian ethical frameworks specifically the Gurukul and Ashram models and contemporary Human Resource Management. It examines the historical evolution of Indian labor practices, from pre-colonial vocational systems to the 19th-century industrial revolution and its modern consequences. Students will learn to synthesize ancient wisdom, such as Guru-Shishya mentorship and Corporate Dharma, to address current organizational challenges including employee retention, holistic well-being, and ethical leadership. The curriculum provides a unique perspective on bridging ancestral values with the operational demands of the 21st-century workplace.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: • To analyze the historical transition of Indian labour from traditional Gurukul vocational systems to the structured industrial landscape of the 19th and 20th centuries. • To evaluate the relevance of the Guru-Shishya mentorship framework in redesigning modern corporate Learning & Development (L&D) and onboarding processes. • To assess the concept of Corporate Dharma and its application in fostering ethical decision-making, governance, and organizational culture. • To formulate holistic HR strategies that prioritize dignity of labour and employee well-being to improve retention and community building within modern enterprises.	
8	**Course Outcomes**: Students will be able to: ● **Critically assess** how colonial economic policies shaped the modern working class and identify strategies to break down corporate silos using traditional inclusive values. ● **Design** a values-based onboarding and mentorship program that transitions from transactional task management to transformational coaching. ● **Apply** philosophical principles of the Ashram model to address contemporary mental health and work-life integration challenges in urban work environments. ● **Propose** actionable retention strategies based on the historical analysis of labour	

	struggles (e.g., the Mumbai textile mill era) and the need for a shared sense of organizational purpose.
9	**Modules**:- Per credit One module can be created
	Module 1: Learning, Development, and the Guru-Shishya Framework
	• **Foundation:** The Gurukul Concept, the psychosocial relationship between Guru and Shishya, residential/holistic learning, and the role of self-discipline. • **Historical Evolution:** The *Master-Apprentice* bond; the Gurukul as a vocational training hub in pre-colonial India; the clash between Gurukul learning and industrialization, Importance of Gurukul model in corporate HR • **Holistic Onboarding Strategies:** Using Gurukul principles to immerse new hires into the company culture, transitioning from transactional management (assigning tasks) to transformational coaching (developing people). • **Continuous and Experiential Learning:** Replicating the hands-on, life-integrated learning of the Gurukul in modern corporate Learning & Development (L&D) through job rotations and shadow programs, The Mentee's Responsibility (*Shishya-Vritti*)
	Module 2: Corporate Dharma and Organizational Culture
	• **Corporate Dharma (Ethics & Governance):** Colonial economic policies and emergence of new labour classes, Integrating "Labour as Virtue" into modern governance; aligning KPIs with core values. • **Holistic Employee Well-being:** Lessons from the Gurukul's focus on mind, body, and spirit; adapting these to modern work-life integration and mental health, The emergence of the urban working class, the migration of labourers from rural to urban centres. • **Dignity of Labour in Practice:** Reformers and the equality of labour, Historical analysis of 18th-century reformism; creating hierarchy-neutral environments; breaking down blue-collar vs. white-collar silos. • **Community Building and Retention:** Case studies on the decline of Indian weavers in the 19th century and the rise of Mumbai's textile mills; using the *Ashram* model to foster belonging, loyalty and reduce attrition.
10	**Reference Books:** • *Chakraborty, S. K. (1995). Management by Values: Towards Cultural Congruence. Oxford University Press.* • *Morris, M. D. (1965). The Emergence of an Industrial Labor Force in India: A Study of the Bombay Cotton Mills, 1854-1947. University of California Press.* • *Rao, P. (2012). Indian Ethos and Management. Himalaya Publishing House.* • *Sen, A. K. (1999). Development as Freedom. Knopf. (Relevant for the philosophical underpinnings of labor dignity and human well-being).* • *Kautilya. (1992). The Arthashastra (L. N. Rangarajan, Ed. & Trans.). Penguin Classics. (Original work published c. 4th century BCE).* • *Sihag, B. S. (2014). Kautilya: The true founder of economics. Vitasta Publishing.*

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

SEM V
Vertical – 1
Electives
(4)

Syllabus
B.Com. Management Studies
(Sem.- V)
Title of Paper: Strategic Human Resource Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but not limited to :**	This course provides a comprehensive understanding of Strategic Human Resource Management (SHRM), highlighting its evolution, models and role in aligning HR functions with business goals. It explores key HR strategies for hiring, developing, rewarding, and retaining employees. Modern developments such as HR analytics, digital HR, gig workforce management, AI-driven HR practices, and hybrid workforce strategies are integrated throughout. Overall, the course equips learners with strategic HR capabilities needed to support organizational performance and manage contemporary workforce challenges.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To enable learners to understand the concepts, evolution, models, and roles of SHRM in linking HR with organizational strategy. • To develop the ability to design and implement strategic HR initiatives that align with organizational goals. • To understand the design, implementation, and evaluation of HR policies for effective and ethical workforce management. • To explore contemporary trends and technological innovations shaping strategic HRM practices in modern organizations.	
8	**Course Outcomes**: • Students will be able to explain SHRM concepts, differentiate it from traditional HRM, and analyze models and roles of SHRM in organizations. • Students will be able to formulate strategic HR plans for recruitment, performance management, compensation, retention, and succession planning. • Students will be able to evaluate and apply HR policies, including those related to diversity, inclusion, ethics, and hybrid workforce, • Students will be able to assess emerging trends such as AI integration, gig workforce management and strategic international HRM for enhancing organizational performance.	

9	**Modules**:
	Module 1: Overview of Strategic Human Resource Management
	• Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM. • Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals • Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model, HR Challenges Linking SHRM • HR Analytics – Meaning, Importance, Role of Digital Literacy in SHRM, Gig Workforce -Meaning, features, Role of SHRM in managing Gig Workforce.
	Module 2: HR Strategies
	• Developing HR Strategies to Support Organisational Strategies- Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, • Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Methods, • Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance, Aligning L&D with organizational goals. • Succession Planning Strategy- Meaning, Importance, Strategic Performance Management – Meaning and elements, Strategic Compensation as a Competitive Advantage
	Module 3: **HR Policies**
	• Human Resource Policies – Meaning, Features, Importance of Strategic HR Policies to Maintain Workplace Harmony. • Areas of HR Policies in Organization, Requisites of a Sound HR Policies, Policies of Performance Appraisal, Promotion, Outsourcing, Retrenchment, • Process of Developing HR Policies, Factors affecting HR Policies, Barriers and measures of Effective Implementation of HR Policies, Need for Updating HR Policies, • HR Policies for Diversity and Inclusion, Ethical considerations in policy design, Techniques for effective policy communication,
	Module 4: **Recent Trends in SHRM**
	• Mentoring- Meaning, Importance, Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement. • Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model, • Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions. • Human Capital Management - AI & automation in HR, Hybrid Workforce Management. • Strategic International Human Resource Management – Meaning and Features,

	International SHRM Strategic Issues	
10	**Reference Books:** • *Agarwal, T. (2024). Strategic human resource management. Oxford University Press.* • *Armstrong, M., & Baron, A. (2023). Handbook of strategic HRM (2nd ed.). Jaico Publishing House.* • *Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of strategic human resource management: A guide to action (8th ed.). Kogan Page.* • *Dessler, G., & Varkkey, B. (2024). Human resource management (16th ed.). Pearson Education.* • *Dhar, R. L. (2008). Strategic human resource management. Excel Books.* • *Greer, C. R. (2021). Strategic human resource management (2nd ed.). Pearson Education.* • *Mello, J. A. (2024). Strategic human resource management (5th ed.). Cengage Learning.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Vertical - 4

VSC
(2)

Syllabus- VSC
B. Com. (Management Studies)
(Sem.- V)
Title of Paper: Power & Politics in HRM

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but Not limited to :**	This course examines the intricate relationship between authority, influence, and political behavior within an organizational framework. It begins with the foundational theories of power, contrasting formal authority with informal influence and exploring the socio-political structures that shape organizational culture. Students will analyze the drivers of workplace politics and the ethical implications of impression management, coalition building, and information control. The curriculum focuses heavily on developing essential managerial soft skills, including persuasion, collaboration, and integrative negotiation strategies. Ultimately, it prepares HR professionals to mitigate toxic political environments and foster a culture of empowerment, transparency, and ethical leadership.
2	**Vertical :**	VSC
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives:** • To distinguish between power, authority, and influence, and understand their application in formal and informal organizational settings. • To explore French & Raven's classification and other power theories to identify how managers build personal and positional credibility. • To analyze the causes and types of political behaviour, identifying the individual and organizational factors that lead to workplace maneuvering. • To develop negotiation and influence skills, focusing on win-win (integrative) approaches to resolve functional conflicts in HR processes.	

8	**Course Outcomes:** • Students will be able to map Power Dynamics within an organization, identifying the difference between legitimate authority and expert/referent influence. • Students will demonstrate the ability to identify Political Tactics such as networking and coalition building, and evaluate their ethical boundaries. • Students will be capable of applying Integrative Negotiation techniques to handle sensitive HR issues like compensation disputes and performance appraisals. • Students will understand the role of Political Socialization and culture in shaping how employees participate in and react to management decisions. • Students will design strategies for Empowerment and Delegation that mitigate the negative effects of "office politics."
9	**Modules**:-
	Module 1: Understanding Power& Politics in Organizations
	• **Concept & Nature of Power:** Meaning of power, authority, and influence**,** Forms of power**,** Characteristics of power**,** Formal vs informal power • **Theories and Sources of Power:** Theories of State**,** French & Raven's classification**,** Position power vs personal power, Power Dynamics • **Political system and Institution:** Democracy and Dictatorship, Political culture, Mechanisms of Participation, Political Socialization • **Managerial Use of Power and Politics:** Strategies for HR to mitigate negative politics, Concept of empowerment**,** Delegation and participative management**,** Ethical use of power by managers
	Module 2: **Organizational Politics, Ethics & Influence Skills**
	• **Organizational Politics:** Concepts & Causes and types of political behaviour, need for politics**,** Individual & organizational factors leading to politics. • **Political Tactic and Ethics:** Impression management**,** Networking and coalition and alliances, Information control, Ethical Leadership, Misuse and Abuse of Power • **Influence & Negotiation Skills:** Influence strategies: persuasion, collaboration, assertiveness**,** Basic negotiation concepts (win–win approach)**.** • **HR & the Politics of Functions:** Performance management, Compensation and Reward, Conflict and Negotiation, Distributive vs. Integrative approaches
10	**Reference Books:** • *Pfeffer, J. (2022). Power: Why some people have it—and others don't. Harper Business.* • *Robbins, S. P., & Judge, T. A. (2023). Organizational behavior (19th ed.). Pearson.* • *Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). Organizational behavior: An evidence-based approach (14th ed.). Information Age Publishing.* • *Tushman, M. L. (1977). A political approach to organizations: A review and rationale. Academy of Management Review.* • *Yukl, G., & Gardner, W. L. (2020). Leadership in organizations (9th ed.). Pearson.* • *Leadership – Andrew J. DuBrin* • *Power & Influence – John P. Kotter* • *Political Skill at Work – Ferris* • *Articles & Journals:* • *HBR articles on power, influence & politics*

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

Vertical – 6

As Per NEP 2020

University of Mumbai

Syllabus for Community Engagement Project (CEP) Vertical-6	
Faculty of Commerce & Management	
Ad-hoc Board of Studies in B. Com. (Management Studies)	
Name of the Programme – B. Com. (Management Studies) (HR)	
Semester	**V**
Credit	**2**
Duration	**30 hrs (Field Work+ Survey) + 15hrs (Discussion + Report Writing) : Total - 45 hrs**
From the Academic Year	**2026-27**

Name of Faculty:- Commerce & Management
Name of Programme :- B. Com. (Management Studies) HR
Duration :- 30 hrs (Field Work+ Survey) + 15hrs (Discussion + Report Writing) : Total - 45 hrs

Indicative Topics for CEP

Sr. No.	Name of the Topic
1	Digital Literacy for the Elderly
2	The "Hidden Talent" Initiative
3	Vocational Mapping: Helping rural youth
4	Language Bridging: Training non-native speakers
5	The "Samman" Project: Sensitizing local small-business owners
6	Gender Equality at the Grassroots
7	Project "Pehchan": Helping transgender
8	Inclusive Playground: Organizing a community event for children
9	Stress Management for Frontline Workers
10	Mental Health First Aid: Training community leaders
11	Safety Audit for Small Shops
12	Workplace Safety" audits to prevent accidents
13	Ergonomics Awareness: Educating traditional artisans
14	The "Bachat" Wellness: Workshops for daily-wage earners
15	Creating easy-to-read pamphlets about basic Labor Laws
16	POSH Awareness at the Grassroots: Educating women
17	Grievance Redressal for the Community
18	Ethics in Action: Conducting "Moral Leadership"
19	Whistleblower Support: Creating a guide for citizens
20	Volunteer Management: Helping a local NGO design
21	Succession Planning for Community Leaders
22	The "Skill Swap" Market: Organizing a community day
23	Remote Work for Rural Talent: Educating village graduates
24	Employer Branding for Social Causes
25	Unemployment issues in youth

The topics are indicative and the faculty members should allot Community Engagement Project that are relevant and important as per core Subject. The Community Engagement Project may be taken individual or in a group up to 5 students with proper guidance from Faculty.

Evaluation Pattern:-

Evaluation during CEP Program involves two key components :-

External Evaluation 60%

Internal Evaluation 40%

Evaluation Chart

(i) External Evaluation (Marks 30)

Criteria	Marks
Objectives, Literature Review , Methodology, Data Analysis, Conclusion and Recommendations	15
Overall Project Report Structure and Style	5
Presentation Skills & Communication	10
Total	30

(ii) Internal Evaluation by Guide (Marks 20)

Criteria	Marks
Attendance, Community interactions completion and interaction with Supervisor	10
Overall Report quality	10
Total	20

*** Please see the Guidelines for Community Engagement Project for UG Students, as per NEP 2020**

Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman
Ad-hoc BOS in B. Com. (Management Studies)

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

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

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

Sem. – VI

Sem. - VI

Vertical – 1 Major Mandatory (4+4+2)

Syllabus
B.Com. Management Studies
(Sem.- VI)
Title of Paper: Contemporary issues in HRM

Sr. No.	Heading	Particulars
1	**Description the course:** **Including but not limited to:**	This course examines the dynamic and complex challenges shaping Human Resource Management in the contemporary Indian business landscape. It explores the fundamental shifts in employment relationships driven by technology, demographics, and global influences. The course provides a strategic toolkit for managing talent in a diverse, multi-generational, and rapidly evolving environment, with a specific focus on wellbeing, cultural nuances, and the future of work in India. Students will learn to design HR systems that are not only effective but also culturally resonant and responsive to the unique opportunities and challenges of the Indian market.
2	**Vertical:**	Major
3	**Type:**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted:**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives:** • Adapt HR practices to India's new world of work by effectively managing the gig economy, a multi-generational workforce, and evolving flexible work models. • Leverage strategic HR tools like data analytics and a strong company culture to build a compelling employee experience and a responsible, high-performance organization. • Develop a holistic and proactive wellbeing strategy that safeguards both physical and psychological health to enhance productivity and retention. • Navigate India's diverse sectors and cultural complexities to anticipate future trends and shape the evolving role of HR in a global context.	
8	**Course Outcomes: Students will** • Analyze the impact of the gig economy, flexible work models, and generational diversity on Indian organizations. • Develop HR strategies that leverage people analytics, shape organizational culture, and enhance the Employee Value Proposition (EVP) in the Indian context. • Design holistic wellbeing programs that address the distinct physical and mental health challenges faced by the Indian workforce.	

	• Evaluate the influence of Indian cultural, legal, and sectoral contexts (IT, Manufacturing, NGOs, Public Sector) on HR practices and HR profession.
9	**Modules**:
	Module 1: The Evolving Employment Relationship & The New World of Work in India
	• **The Foundation: HR Architecture:** Meaning, Concept, HRM for formal vs. informal sector workers. Designing HR systems for core, gig, and contract labour in compliance with the new Labour Codes. • **The Gig Economy and Platform Work:** Meaning, Concept, The boom of platform-based work (e.g., Swiggy, Zomato, Urban Company) and its HR challenges. Legal debates on social security for gig workers (Social Security Code, 2020). • **The Diverse Indian Workforce:** Generations and Culture: Meaning, Concept, the values of a multi-generational workforce, Managing Diversity and Equity in the Indian workplace. • **Flexibility and Virtual Teams in the Post-Pandemic Era:** Meaning, Concept, the shift to hybrid models in India's IT/ITES sector and traditional industries, best practices for managing virtual teams
	Module 2: The Strategic HR Toolkit: Culture, Analytics and the Employee Experience in India
	• **Shaping the Environment: T**he influence of family-owned businesses v/s promoter-driven culture on HRM, Implementing effective D&I initiatives for gender (POSH Act), LGBTQ inclusion, and persons with disabilities (RPWD Act). • **Digital HRM and HR Transformation:** HRIS, Concept, reasons for rapid adoption of HRIS by Indian SMEs and large corporations, Modes of HRIS, Evidence-Based HR • **Talent Management:** Data-driven strategies for identifying and developing high-potential talent., Attracting and Retaining Talent, The Indian Employee Value Proposition (EVP), Concept of beyond salary, Career Management • **Ethical and Responsible HRM:** Corporate Social Responsibility: Mandated corporate spending (Companies Act) and its link to community-focused HR practices. Ethical challenges in managing large-scale restructuring and layoffs.
	Module 3: The Wellbeing Agenda: Health, Safety, and Work-Life Integration in India
	• **Holistic Workforce Wellbeing:** Work-life Balance: Managing work life balance, especially in Work from Home (WFH) scenarios. Concept of family-friendly policies in a collectivist society. • **Health and Safety in the Indian Workplace:** From factory floor safety to ergonomics in IT parks., Addressing psychosocial hazards like extreme work pressure and hierarchical bullying. • **Mental Health at the Indian Workplace:** Destigmatizing mental health in a cultural context, The rise of Employee Assistance Programs (EAPs) and their adaptation for Indian employees. • **Occupational Health and Wellbeing:** Strategy and Measurement, Designing wellbeing programs, Measuring the impact of wellbeing initiatives on productivity and retention in cost-conscious organizations.
	Module 4: Indian Contexts & The Future of HRM

	• **HRM in Different Indian Contexts:** HRM in the Public Sector, HRM in NGOs and Social Enterprises, Contrasting models for knowledge workers vs. factory labor. • **Globalization of HRM in India:** The Glocalization of HR, Managing Global Workforces, The emic (culture-specific) approach for India vs. etic (universal) corporate standards. • **The Future of Work and HRM in India: Synthesis of Key Drivers:** The demographic dividend vs. the threat of jobless growth; the digital divide; the rise of Tier-2/3 cities as talent hubs. • **The Evolving Indian HR Professional:** The shift from an administrative role to a strategic business partner and employee champion., skill development for Industry 4.0, and the ethics of AI in recruitment.	
10	**Reference Books:** • *Sharma, A., & Sharma, R. K. (2015). Strategic human resource management: An Indian perspective. SAGE Publications India.* • *Mashelkar, R., & Lal, S. (2022). The future of work: Aligning perspectives from India and the world. Rupa Publications India.* • *Rao, S. L., & Varma, U. K. (2023). Talent management in India: The complete guide to recruiting, developing and retaining the best talent. McGraw Hill India.* • *Basu, S., Bhattacharya, S., & Ballakur, A. (2022). Casting the net: A story of building diverse and inclusive organizations. Penguin Business.* • *Sastri, S., & Ratnam, C. S. V. (2023). The India way: How India's top business leaders are revolutionizing management. HarperCollins India.* • *Verma, S. S. (2023). Corporate social responsibility in India: A practitioner's perspective. Routledge India.* • *Srivastava, S. C. (2016). Industrial relations and labour laws. Pearson Education India.* • *Aswathappa, K. (2022). Human resource management: Text and cases. McGraw Hill Education India.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Syllabus
B.Com. (Management Studies)
(Sem.- VI)
Title of Paper: Skilling & Usages of AI in HR

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course explores the transformative impact of Artificial Intelligence on the end-to-end Human Resource lifecycle, from automated candidate sourcing to personalized employee development. It provides a deep dive into AI-driven HR operations, including biometric attendance, automated payroll, and statutory compliance, while emphasizing the ethical frameworks necessary for data privacy. Students will gain hands-on familiarity with generative AI tools for corporate communication and productivity, bridging the gap between technical automation and behavioural intelligence. The curriculum also addresses the "Hybrid Human" workforce model, focusing on gamified skill development and the soft skills required to thrive in a digitally augmented workplace. Ultimately, it prepares future HR professionals to strategically integrate AI while maintaining a human-centric approach to talent management.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To understand the evolution and determinants of AI in HR, contrasting traditional practices with modern, automated interventions. • To master the application of AI in HR Operations, specifically in payroll accuracy, biometric attendance, and compliance management. • To develop AI-driven productivity skills, including the use of Generative AI for professional communication, reporting, and documentation. • To evaluate the ethical implications and policy requirements for AI usage, ensuring	

	transparency and accuracy in data handling. • To explore recent trends like gamified learning and behavioural intelligence to enhance employability in an AI-driven economy.
8	**Course Outcomes**: • Students will be able to design an AI-integrated Recruitment Funnel, from automated screening to intelligent candidate sourcing. • Students will demonstrate proficiency in managing AI-based Attendance and Payroll systems, understanding the pros and cons of facial recognition and biometric data. • Students will be capable of utilizing Generative AI Platforms for high-quality professional drafting, following strict "Netiquettes" and email protocols. • Students will define the concept of the "Hybrid Human" and identify the essential soft skills required to collaborate effectively with AI task assistants. • Students will understand the role of Chatbots and Gamification in enhancing employee engagement and cross-border collaboration.
9	**Modules**:
	Module 1: Introduction to AI in Human Resources
	• **Introduction to AI in Human Resources**– Concept & Need of AI in HR Practices – Traditional v/s Modern v/s AI in Human Resources – Evolution of AI in the field of Human Resources - Integration & Determinants of AI in HR practices. • **Scope of AI in HR Practices** –AI tools of recruitment –Automated Resume Screening- Process - Intelligent Candidate Sourcing- – Recruitment Policy for AI Intervention in corporates -Automated Interview Scheduling • **Training & Development** – Need for AI in training & development – Methods – Implications - Role of AI in written communication – Email Etiquettes – Essentials • **Talent Management and Onboarding** – Meaning – Personalized Learning & Development –Importance - Role of Virtual Onboarding Assistants
	Module 2: HR Operations in AI
	• **HR Operations in AI**- Concept- Nature- Reasons for Implementing AI in the HR Operations. Areas of HR Operations -Attendance, Payroll, Leave Management • **Attendance Management** -Relevance – Attendance Tracking -Attendance tracking using face recognition / biometric AI – Merits & Demerits. • **Payroll Processing** – Compliance with statutory rules & labour laws-Integration Methods – Benefits of Automation – Prominent Software & Platforms (Keka HR, FACTOhr, Infiverse.ai etc) • **Ethics in HR Operations** – Ethical Principles in HR Operations – AI Policy Document – Prerequisites – Need & Role of Netiquettes in HR Operations
	Module 3: Skilling in AI – I
	• **Skilling in Corporates** –Concept of Skilling through AI– Importance - Essential skillsets required in corporate undertakings - Case Studies • **AI Skills for Workplace Productivity** Using AI tools for communication, reporting, email drafting & documentation – Tools & Implications; Data handling basics: input quality, accuracy, privacy & interpretation • **AI Tools & Application Areas in Corporates** - Productivity tools: Chatbots, generative AI platforms, workflow mechanisms - Features.

	• **Domain-Specific Tools**: Areas of HR, marketing, finance, customer service-Team collaboration using AI dashboards, project trackers & task assistants.
	Module 4: Soft Skills & Recent Trends in AI
	• **Introduction to AI-based Soft Skills –** Understanding the concept of soft skills in a digitally augmented workplace -Importance in AI-driven roles, Hybrid Human - Meaning -AI skillsets • **AI-Enhanced Communication and Collaboration Skills** – Concepts of AI-supported verbal and written communication- Role of AI in digital collaboration and virtual presentation. • **Chatbots** – Significance of Chatbots in AI, collaborative platforms and AI writing assistants to enhance clarity, Behavioral Intelligence in the AI Environment – Significance. • **Recent Trends -** Emerging practices like AI-powered soft skill training platforms, Gamified Skill Development Tools – Need & Role - Future-oriented capabilities required for employability in AI
10	**Reference Books:** • *Heera, A., Saravanan, S., Shinde, R., Rawat, A., Kuppusamy, Y., & Pandithurai, O. (2025). AI and Human Resource Management: A multidisciplinary perspective on efficiency and ethics. Lex Localis – Journal of Local Self-Government, 23(S6), 5140–5153.* • *Singh, A., Kushwaha, D., Singh, B., Srivastava, G., & Agrawal, N. (2025). AI in HRM: Revolutionizing the future of work. International Journal of Research in Human Resource Management, 7(1), 267–272.* • *Chauhan, K., & Tyagi, M. (2025). The Impact of Artificial Intelligence on Human Resource Management. International Journal of Research and Innovation in Applied Science, (July), 517–522.* • *"Responsible artificial intelligence in human resources management: A review of the empirical literature." (2023). AI and Ethics, 4, 1185–1200.* • *Kalff, Y., & Simbeck, K. (2025). Explained, yet misunderstood: How AI literacy shapes HR managers' interpretation of user interfaces in recruiting recommender systems. arXiv.* • *Batra, G. (2024). The AI-powered HR professional: Leveraging automation for strategic impact. Wiley.* • *Charlwood, A., & Guenole, N. (2022). Human resource management and artificial intelligence. SAGE Publications.* • *Karr, R. I. (2023). AI in HR: Digital transformation of the employee experience. Kogan Page.* • *Meister, J., & Mulcahy, K. (2024). The future of work: 10 strategies for AI-driven HR leadership. Harvard Business Review Press.* • *Vashistha, A. (2025). HR tech and payroll automation in the Indian context. Taxmann Publications.*

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

Syllabus
B.Com. (Management Studies)
(Sem.- VI)
Title of Paper : Crisis Leadership: Lessons from the Disasters

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This course explores the intersection of strategic management and behavioral psychology to equip future leaders with the tools to navigate high-stakes environments. Students will analyze the systemic origins of failure through models like the "Swiss Cheese" framework and the "Black Swan" theory while mastering real-time response strategies. By examining historical disasters like 26/11 and the Bhopal Gas Tragedy, the course develops the moral courage and cognitive agility required to transform organizational crises into opportunities for resilient growth.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	2 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	30 Hours
6	**Marks Allotted**:	50 Marks
7	**Course Objectives**: • **Analyze Systemic Vulnerabilities:** To identify "latent conditions" and "active failures" within an organization using the Swiss Cheese Model to prevent catastrophic alignment. • **Mitigate Psychological Biases:** To recognize and counter cognitive traps such as Normalcy Bias and Groupthink that lead to leadership paralysis during the "Golden Hour" of a crisis. • **Master Adaptive Decision-Making:** To differentiate between Rational Command and Recognition-Primed Decision (RPD) models, enabling effective leadership under high cognitive load. • **Formulate Ethical Recovery Strategies:** To develop stakeholder triage and "Truth First" communication protocols that ensure long-term image restoration and organizational resilience.	

8	**Course Outcomes**: ● Students will be able to perform environmental scanning to detect "weak signals" and "Black Swan" threats before they escalate into full-scale disasters. ● Graduates will be capable of designing "Cultures of Readiness" through the use of simulations, stress-testing, and robust Crisis Management Plans (CMPs). ● Students will demonstrate the ability to manage stakeholder needs during a crisis, prioritizing human safety and transparency over short-term financial recovery. ● Students will apply the "Phoenix Effect" to organizational policies, learning how to leverage post-crisis audits to reinvent quality standards and brand trust.
9	**Modules**:-
	Module 1: The Anatomy of Failure & Pre-Emptive Leadership
	• **The "Black Swan" & The Ignorance Gap:** Understanding low-probability, high-impact events (Nassim Taleb's theory), reasons for leader's ignorance. • **The "Swiss Cheese" Model of Failure:** Flaws or types Holes in system, Types of slices and applications, Identifying Active Failures vs. Latent Conditions • **The Psychology of Disaster:** Overconfidence, Groupthink, and Normalcy Bias, causes for leaders trap, difference between proactive CEO and a reactive one • **Environmental Scanning & Preparedness Gap:** Case study of 26/11 Mumbai Attacks Role of leaders in identifying "weak signals" and the failure of intelligence coordination, Culture of Readiness, the role of Simulation and Stress-Testing.
	Module 2: The Command Center – Response & Moral Courage
	• **High-Stakes Decision Making:** Cognitive Tunnelling, Rational Command Model V/S The "Recognition-Primed Decision" (RPD) model, Strategies to Lower Cognitive Load • **The Captain's Burden & Communication Protocols:** Leading with empathy, presence, and personal sacrifice, 'Truth First' Protocol: Success Case (Johnson & Johnson Tylenol Case) Failure case: (Union Carbide-Bhopal), Case Studies. • **Stakeholder Triage:** Managing the "Hierarchy of Needs" during a disaster, 1) Employees Safety 2) Customers Transparency, 3) Shareholders Recovery. • **Post-Traumatic Organizational Growth:** The Phoenix Effect, organisational Organizational Resilience, Various remedies, recalls to reinvent their quality standards, Policy evolution
10	*Reference Books:* ● *Chakraborty, S. K., & Chakraborty, D. (2008). Leadership and management: A spiritual approach. Oxford University Press* ● *Benoit, W. L. (2014). Accounts, excuses, and apologies: A theory of image restoration strategies (2nd ed.). State University of New York Press.* ● *Klein, G. (2017). Sources of power: How people make decisions. MIT Press. (Original work published 1998).* ● *Reason, J. (1990). Human error. Cambridge University Press. (The foundational text for the Swiss Cheese Model).* ● *Taleb, N. N. (2007). The black swan: The impact of the highly improbable. Random House.*

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

SEM VI
Vertical – 1
Electives
(4)

Syllabus
B.Com. Management Studies
(Sem.- VI)
Title of Paper: Performance Management

Sr. No.	Heading	Particulars
1	**Description the course :** **Including but Not limited to :**	This course provides a comprehensive understanding of Performance Management, covering its meaning, evolution, objectives, processes, and best practices to enhance individual and organisational performance. It explores performance planning, appraisal systems, monitoring, and the use of technology including HRIS, dashboards, AI, and predictive analytics. The course addresses ethics, managing underperformers, key challenges, and performance-linked compensation strategies. It also integrates career planning and development, linking individual growth with organisational goals, succession planning, and high-potential talent development. The course also provides insights into modern performance management tools, emerging trends, and strategies to build high-performance teams.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits (1 credit = 15 Hours for Theory in a semester)
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: • To enable learners to understand the objectives, scope of performance management, and its linkage with HR functions. • To enable learners to apply performance planning, appraisal, monitoring, and implementation processes to enhance individual and organizational performance. • To develop understanding of ways for identifying ethical issues and managing underperformers. • To enable learners to integrate career planning and development with performance management, leveraging technology and succession strategies to foster growth	

8	**Course Outcomes**: • Learners would demonstrate an understanding of the concepts, and best practices of performance management. • Learners would be able to apply performance planning, appraisal, monitoring, and management processes to improve individual and organisational effectiveness. • Learners would be able to evaluate ethical considerations and ways to manage underperformance. • Learners would develop understanding of linkage of career planning and development with performance management to foster employee growth.
9	**Modules**:
	Module 1: Overview of Performance Management
	• Meaning, Features, Importance of Performance Management, Evolution of Performance Management, Pre-requisites of Performance Management. • Components of Performance Management, Performance Management Cycle, Difference between Performance Management and Performance Appraisal, • Best Practices in Performance Management, Employee Development Plans, 360-Degree Feedback and Multi-Rater Assessments, Aligning Individual Goals with Organisational Strategy, • Role of Technology in Performance Management, Performance Dashboards and Analytics, Automation and Predictive Analytics in Performance Evaluation, Gamification and Real-Time Feedback Tools.
	Module 2: Performance Management Process
	• Meaning and objectives of Performance Planning, Steps for Setting Performance Criteria, Performance Benchmarking, Setting SMART Goals and Key Performance Indicators (KPIs). • Role of HR and Line Managers in Performance Management, Integrating Learning & Development with Performance Management • Meaning and Importance of Performance Appraisal, Modern Appraisal Techniques, Meaning, Process & Use of Technology of Performance Monitoring • Strategies for Effective Implementation of Performance Management, Linking Performance Management to Compensation and Rewards, Concept and Characteristics of High-Performance Teams, Use of AI in appraisals
	Module 3: **Ethics, Key Issues in Performance Management**
	• Meaning, significance and principles of Ethical Performance Management, Ethical Issues in Performance Management, Building an Ethical Performance Culture. • Process of identifying Under Performers, Approaches to Manage Under Performers, Retraining and Development Interventions, Coaching and Mentoring for Performance Improvement. • Key Issues and Challenges in Performance Management, Potential Appraisal – Steps, Advantages, and Limitations • Performance, Competence and team Related Pay, Linking Pay to Performance Metrics and Organizational Goals
	Module 4: **Performance Management and Career Planning**

	• Meaning, significance and limitations of Career Planning, Steps in Career Planning, Factors Affecting Individual Career Planning, Role of Mentor in Career Planning, • Meaning of Career Development, Role of Employer and Employee in Career Development, Succession Planning and High-Potential Employee Development. • Use of HRIS and Career Portals, AI-Based Career Pathing, Online Mentoring and Coaching, Analytics for Career Growth and Talent Mobility. • Pyramidal, Obsolescence and Japanese Career Model, Changing Career Patterns, Integration of Performance Management with Career Progression, Strategies to Foster Career Growth and Employee Engagement	
10	**Reference Books:** • *Aguinis, H. (2023). Performance management (5th ed.). SAGE Publications.* • *Gupta, S. K., & Joshi, R. (2025). Human resource management (14th ed.). Kalyani Publishers.* • *Kohli, A. S., & Deb, T. (2008). Performance management. Oxford University Press.* • *Rao, T. V. (2024). Performance management: Path to growth and excellence (2nd ed.). Routledge India.* • *Sharma, D. (2023). Performance appraisal and management (1st ed.). Himalaya Publishing House.*	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60%**
	Individual Passing in Internal and External Examination	
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

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
2. Case Study writing } any two 10 Marks
3. Quiz **OR** Group discussion

4. Class Test (Mandatory) with objectives 10 Marks

Total 20Marks

External Paper Pattern **(30 Marks)**

Write any **TWO** questions from the following

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

QUESTION PAPER PATTERN
(External and Internal)

Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern (40 Marks)

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

} any two (10 Marks each) 20 Marks

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

Total 40 Marks

External Paper Pattern (60 Marks)

External Paper Pattern (60 Marks)
Write any **FOUR** questions from the following

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

Letter Grades and Grade Points:

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

Sd/-
Sign of the BOS
Prof. Dr. Kanchan Fulmali
Chairman
Ad-hoc BOS in B. Com. (Management Studies)

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

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

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