University of Mumbai

Website – mu.ac.in
Email id - dr.aams@fort.mu.ac.in
aams3@mu.ac.in

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- 1 University Status awarded by UGC

No. AAMS_UGS/ICC/2024-25/224   Date: 03rd February, 2025

CIRCULAR:-

Attention of all the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments is invited to this office Circular No. AAMS_UGS/ICC/ 2024-25/152 dated 21st September, 2024 relating to the syllabus for M.Com. (Business Management) Sem - III.

They are hereby informed that the recommendations made by the Board of Studies in Commerce at its meeting held on 08th January, 2025 and subsequently passed by the Board of Deans at its meeting held on 27th January, 2025 **vide** item No. 7.3 (N) (1) have been accepted by the Academic Council at its meeting held on 27th January, 2025 **vide** item No. 7.3 (N) and that in accordance therewith syllabus for the **M.Com. (Business Management) (Sem.-IV)** is introduced as per appendix (NEP 2020) with effect from the academic year 2024-25.

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

MUMBAI – 400 032
03rd February, 2025

(Dr. Prasad Karande)
REGISTRAR

To,
The Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Head of the University Departments.

AC 7.3 (N) /27/01/2025

Copy forwarded with Compliments for information to:-

1) The Chairman, Board of Deans,
2) The Dean, Faculty of Commerce & Management,
3) The Chairman, the Board of Studies in Commerce,
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, ratnagirisubcentre@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,**
	
	Dean
	1. Prof.Anil Singh
	   Dranilsingh129@gmail.com
	
	Associate Dean
	2. Dr.Suchitra Naik
	   Naiksuchitra27@gmail.com
	
	3.Prof.Manisha Karne
	   mkarne@economics.mu.ac.in

	Faculty of Commerce & Management,
	
	Dean
	
	1. Dr.Kavita Laghate
	   kavitalaghate@jbims.mu.ac.in
	
	Associate Dean
	
	2. Dr.Ravikant Balkrishna Sangurde
	    Ravikant.s.@somaiya.edu
	
	3. Prin.Kishori Bhagat
	    kishoribhagat@rediffmail.com

	Faculty of Science & Technology
	
	Dean
	1. Prof. Shivram Garje
	  ssgarje@chem.mu.ac.in
	
	Associate Dean
	2. Dr. Madhav R. Rajwade
	  Madhavr64@gmail.com
	
	3. Prin. Deven Shah
	  sir.deven@gmail.com

	Faculty of Inter-Disciplinary Studies,
	Dean
	1.Dr. Anil K. Singh
	  aksingh@trcl.org.in
	
	Associate Dean
	
	2.Prin.Chadrashekhar Ashok Chakradeo
	  cachakradeo@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@gmail.com DSW direcotr@dsw.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

As Per NEP 2020

University of Mumbai

Title of the P.G. Program

M.Com. (Business Management)

Syllabus for

Semester – Sem-IV

Ref: GR dated 16th May, 2023 for Credit Structure of PG

(With effect from the academic year 2024-25)

University of Mumbai

(As per NEP 2020)

Sr. No.	Heading	Particulars
1	**Title of program** **O:** _____	**M.Com. (Business Management)**
2	**Scheme of Examination** **R:** _____	**NEP** **50% Internal** **50% External,** **Semester End Examination** **Individual Passing in Internal and External Examination**
3	**Standards of Passing** **R:** _____	**40%**
4	**Credit Structure**	**Attached herewith**
5	**Semesters**	**Sem. IV**
6	**Program Academic Level**	**6.5**
7	**Pattern**	**Semester**
8	**Status**	**New**
9	**To be implemented from Academic Year**	**With effect from Academic Year - 2024-25**

Prof. Dr. Kishori J. Bhagat
Offg. Associate Dean
Faculty of Commerce and
Management Chairman,
BOS University of Mumbai

Prof. Kavita Laghate
Offg. Associate Dean
Faculty of Commerce and
Management
University of Mumbai

Dr. Ravindra Bambardekar
Offg. Dean
Faculty of Commerce
and Management
University of Mumbai

Preamble

1) Introduction :-

The Commerce and Management education and Industry Gap is bridged in the NEP 2020 and the traditional learning methodologies are now transformed into practical learning with the help of technology, practical skills, internship projects and experiential learning. Real life simulations will enable students to cope up with challenges of job market through critical thinking, practical solutions and student engaged activities. Empowering through learning, developing competencies of students by providing cutting edge rich pedagogy with high quality content for entire commerce and management ecosystem is the aim of semester 4 syllabuses. Education is the necessity of every learners life and to make it more holistic, interdisciplinary and multidisciplinary education is the refined objective of NEP 2020. Learning and teaching becomes more pragmatic and result oriented when it is skilled based and resonates with the modern requirements of life where education is a must for getting reasonably good jobs, satisfactory work culture for every student and foundation of Indian ethos to deal with odd situations and become a good civilian. Efforts are taken to make the syllabus more robust and interesting through introducing new frontiers of corporate, business enterprises and government sectors trends and developments and adding elective subjects which are of contemporary relevance and allows learner to grab life skills through subjects which come from other streams and provide enriching experience of learning subjects beyond their domain area of specialisation. It is indeed a Colossal extension of commerce and management studies roped up with newer segments of subjects in a canopy.
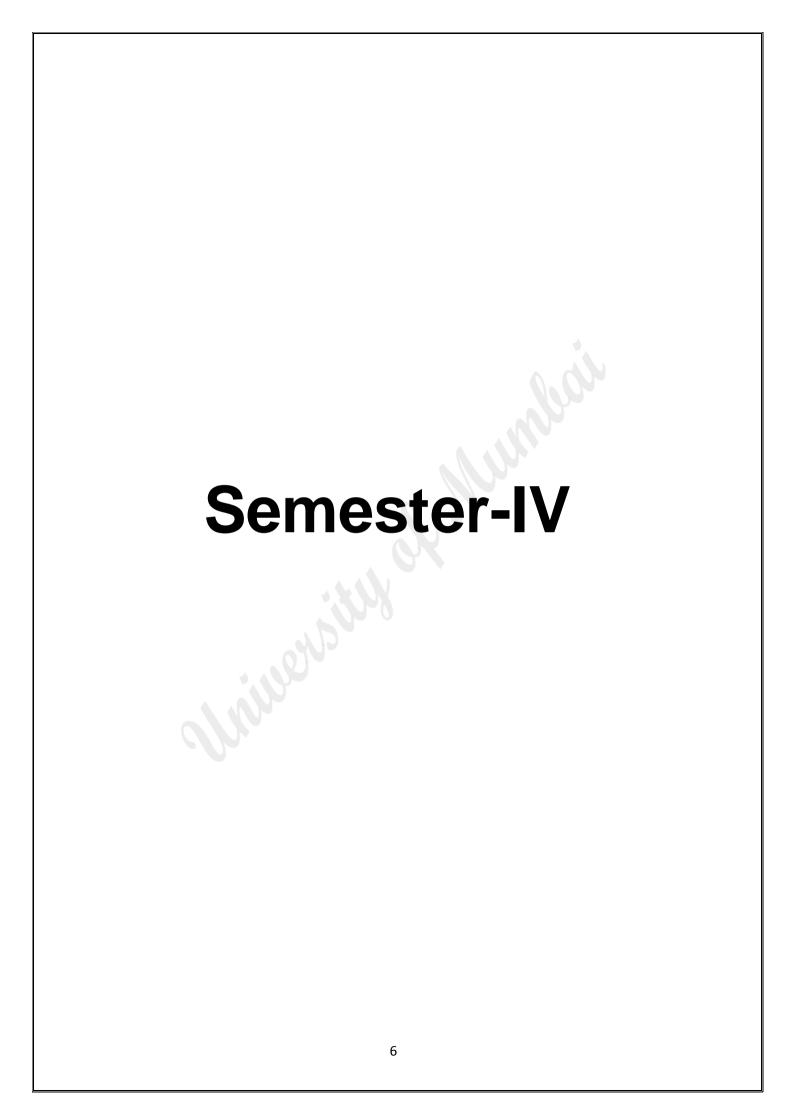
1) Aims and Objectives

1. **Students are introduced to Subjects in semester three which will help them to introspect on their job skills , self monitor their strengths and be judgemental towards selection of job avenues by learning papers which are more relevant in today's industrial scenario**

2. **Students can blend their learning knowledge obtained theoretically with practical Knowledge earned through student engaged activities**

2) Learning Outcomes

1. **Learners will be able to achieve thematic knowledge based on concept clarity**

2. **Learners will be able to develop research understanding of subjects through latest trends and techniques coming in the field of commerce and management**

3. **Learners will be able to relate and apply learned knowledge in practical field**

4. **Learners can develop life skills through experiential learning**

**Exit option: PG Diploma (44 Credits after Three Year UG Degree**								
R. CP-5B									
II	6.5	Sem III	**Entrepreneurial Management Credits 4** **Marketing Strategies and Practices Credits 4** **Talent Management Credits 4** **Social Media Marketing Credits 2**	**Credits 4** **Business Environment** OR **Indian Aviation Industry** OR **Performance Appraisal** OR **Green Marketing** OR **Stress Management & Human Psychology** OR **Marketing Research**			4	22	PG Degree After 3-Yr. UG
		Sem IV	**Corporate Restructuring Credits 4** **Service Industry Credits 4** **Advertising Credits 4**	**Credits 4** **Social Security & Welfare of Employees** OR **Use of ICT in Business** OR **Women Leadership** or **Indian Ethos in Business** or **Workforce Diversity**			6	22	
Cum. Cr. For 1 Yr PG Degree			**26**	**8**			**10**	**44**	
Cum. Cr. For 2 Yr PG Degree			**54**	**16**	**4**	**4**	**10**	**88**	

Note:- *The number of courses can vary for totaling 14 Credits for Major Mandatory Courses in a semester as illustrated

Semester-IV

Mandatory 1
Programme Name: M.Com (Business Management)
Course Name: Corporate Restructuring

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

University assessment:50   College assessment:50

Prerequisite:

Preamble

Introduction

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

Aims and Objectives

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

Learning Outcomes

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

Module 1

Unit 1: Introduction To Corporate Restructuring
a) **Concept of Corporate Restructuring:** Definition, Objectives, Need and Scope.
Types of Corporate Restructuring: Vital Players in Corporate Restructuring**:**

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

Unit 2: Strategic Restructuring
a) **Strategic Analysis and Formulation:** SWOT Analysis, Porter's Five Forces, Types of Mergers and Acquisitions, Divestitures Business Divisions, and Spin-Off Strategies.

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

Module 2

Unit 1: Financial Restructuring
a) **Financial Distress & Debt Restructuring:** Symptoms, Causes, and Consequences. Concept and Rescheduling of Debt Restructuring, Concept and Importance of Capital Restructuring

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

Unit 2: Operational Restructuring
a) **Operational Review and Diagnosis:** Benchmarking, and Performance Measurement. Business Process Reengineering**:** Steps in Process Mapping, Process Redesign, and Automation.

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

References

- *Weston, Fred; Chung, Kwang S. and Siu, Jon A.:(2000) Takeovers, Restructuring and Corporate Governance, Pearson Education.*

- *Das Bhagaban: Corporate Restructuring, Merger, Acquisition and Other Forms, Himalaya Publishing House.*

- *Godbole Prasad G (2013) Merger, Acquisitions and Corporate Restructuring, Vikas.*

- *Khan Sheeba and Kapil Kanwal N.: (2022) Merger and Acquisitions, Wiley.*

- *Brealey, R. A., Myers, S. C., & Allen, F. (2021). Principles of Corporate Finance. McGraw-Hill Education.*

- *Ross, S. A., Westerfield, R. W., & Jaffe, J. (2021). Corporate Finance. McGraw-Hill Education.*

- *Academic Journals:*

- *Journal of Financial Economics*

- *Journal of Corporate Finance*

- *Review of Financial Studies*

- *Online Resources:*

- *Investopedia*

- *Corporate Finance Institute*

- *SEC EDGAR Databa*

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

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

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

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

Module-I

Unit-1: Service Industries
a. Definition and scope of the service industry, Importance of the service industry in the global economy
b. Types of Service Industries & their contribution in economy-Hospitality and tourism, Healthcare and wellness, Financial services, Education and training, Information technology and software services

Unit-2: Service Industry Operations

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

Module-II

Unit-1: Human Resources in the Service Industry
a. Recruitment and selection in services, Training and development for service staff
b. Performance management and appraisal, Employee engagement and retention, Diversity and inclusion in service organizations

Unit-2 Marketing and Sales in the Service Industry
a. Service marketing strategies, Branding and positioning in services, Pricing strategies for services
b. Sales and revenue management in services, Digital marketing for service industries

References:

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

Mandatory 4

Programme Name: M.Com (Business Management)
Course Name: Advertising

Total Credits:04   **Total Marks:100**
Universityassessment:50   College assessment:50
Prerequisite:

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

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

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

Module 1

Unit 1: Fundamental of Advertising

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

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

Unit 2: Functions of Ad agency and Media
a) **Ad Agency :** Various Functional Department, Types, Measures for gaining and reasons for loosing clients, Evaluation Criteria for Selecting an Advertising Agency, Methods of budgeting, professional courses

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

Module 2

Unit 1: Advertising Creativity and Production
a) **Creative Process:** Generating creative ideas, Role of art directors and copywriters, Writing effective headlines, body copy, and slogans, Storytelling techniques, Persuasive language and style

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

Unit 2: Advertising Regulation and Ethics

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

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

References

1. *David Ogilvy. (2023) Ogilvy on Advertising: paperback publication*
2. *O'Guinn, Thomas C., Allen, Chris T., and Semenik, Richard J. (2015). Advertising: The Social, Cultural, and Political Dimensions. Routledge.*
3. *Wells, William, Burnett, John, and Moriarty, Sandra. (2016). Advertising Principles and Practice. Pearson.*
4. *Belch, George E., and Belch, Michael A. (2018). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw-Hill Education.*
5. *Smith, J. A., & Jones, B. C. (2023). The impact of social media advertising on consumer behavior. Journal of Advertising Research, 45(2), 123-145.*
6. *Lee, S. (2018). Digital advertising and its impact on consumer engagement. In J. Kim & D. Lee (Eds.), Advances in digital marketing (pp. 120-145). Routledge.*
7. *Kazmi, S. H. H., & Batra, S. K. (2016). Advertising and sales promotion. Tata McGraw-Hill Education.*
8. *Sen, S., & Bhattacharya, S. (2018). The impact of celebrity endorsements on consumer purchase intention in India. Vikalpa, 43(3), 39-52.*
9. *Sharma, A. (2023, April 5). The rise of influencer marketing in India. The Economic Times.*
10. *Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: Research findings and future priorities. Marketing Science, 25(6), 740-759.*
11. *World Advertising Research Center. WARC. Retrieved from https://www.warc.com/*
12. *American Marketing Association. (2023). About the AMA. https://www.ama.org/*

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

Programme Name: M. Com.
Course Name: Social Security & Welfare of Employees

Total Credits: 04   **Total Marks : 100**
University assessment :50   **College assessment : 50**

___

Course Outcomes

After completing the course, students will be able to:

- Demonstrate Comprehensive Knowledge by articulating the significance of social security and welfare in the organizational and societal context.
- Apply Analytical Skills by critically analyzing and suggest improvements for existing social security schemes and welfare measures.
- Address Modern Workplace Issues by designing strategies to tackle challenges posed by technological advancements and evolving workforce dynamics.
- Develop Policy Recommendations by proposing innovative, sustainable welfare and social security solutions tailored to diverse employee needs.

Syllabus:
MODULE I
Unit 1: Introduction to Social Security

a. **Concept and Evolution of Social Security**

Definition and Importance, Historical Development (Global and Indian Context), Concept and Objectives of Social Security, Social Assistance and Social Insurance, Universal and Occupational Social Security

b. **Legal Framework and Challenges for Social Security in India**

Overview of Key Legislations (e.g., EPF Act, ESI Act), International Conventions on Social Security (ILO, UN), Coverage Gaps and Informal Sector Issues, Sustainability and Funding of Social Security Programs

Unit 2: Welfare of Employees
a. **Concept of Employee Welfare and Welfare Measures**

Definition and Scope, Importance of Employee Welfare for Organizational Success, Statutory Welfare Measures (e.g., Health and Safety, Working Hours), Voluntary Welfare Measures (e.g., Employee Assistance Programs, Recreational Facilities)

b. **2.3 Role of Stakeholders in Welfare and Trends in Employee Welfare**

Role of Employers, Trade Unions, and Government, CSR Initiatives for Employee Welfare, Work-Life Balance Programs, Mental Health and Wellness Initiatives, Technological Advancements in Welfare Programs

Module II
Unit 1: Social Security Schemes in India
a. Overview and Key Social Security Schemes

Central and State-Level Programs, Employment-Based Schemes vs. Citizen-Centric Schemes, Employees' Provident Fund (EPF), Employees' State Insurance (ESI), National Pension System (NPS), Pradhan Mantri Shram Yogi Maandhan (PMSYM)

b. Welfare Boards and Social Security for Unorganized Workers and Case Studies

Coverage and Challenges for Informal Workers, Role of Welfare Boards and Funds, Examples of Successful Social Security Programs in India and Abroad

Unit 2: Emerging Issues and Future of Social Security & Welfare

a. Challenges in the Modern Workplace and Policy Reforms and Innovations

Impact of Gig Economy on Social Security, Remote Work and Changing Employee Needs, Digitalization of Social Security Systems, Role of Technology in Employee Welfare

b. Global Perspectives on Social Security and Future Trends

Comparative Analysis of Social Security Systems (Developed vs. Developing Countries), Lessons for India, Universal Basic Income (UBI) Debate Sustainability of Welfare Programs in an Aging Society

References

- **"Labour Welfare, Social Security and Industrial Peace in India"**
  - Author: **A.M. Sharma**
  - Focus: Comprehensive study of labor welfare measures, social security legislation, and industrial harmony in India.
  -
- **"Industrial Relations and Labour Laws"**
  - Authors: **S.C. Srivastava and P.R.N. Sinha**
  - Focus: Legal framework governing labor and welfare measures in India.
  -
- **"Labour Economics and Industrial Relations"**
  - Author: **T.N. Bhagoliwal**
  - Focus: Theories and practices of labor welfare and social security in the Indian context
  -
- **"Social Security Law and Practice in India"**
  - Author: **S.K. Bhatia**
  - Focus: Overview of social security schemes, policies, and legal frameworks in India.

- **"Dynamics of Industrial Relations"**
    - Author: **C.B. Mamoria and S. Gankar**
    - Focus: Covers industrial relations, labor laws, and employee welfare measures
    -
- **"Social Security: An Introduction to the Basic Principles"**
    - Author**: Danny Pieters**
    - Focus: Global perspective on social security systems and their implementation.
    -
- **"Employee Benefits Design and Planning"**
    - Authors**: Bashker D. Biswas**
    - Focus: Comprehensive guide to designing effective employee welfare and benefits programs.
    -
- **"Labor Economics"**
    - Author**: George Borjas**
    - Focus: Theoretical and practical aspects of labor markets, including welfare and policy impacts.
    -
- **"Globalization and Social Policy"**
    - Authors**: Nicola Yeates and Chris Holden**
    - Focus: Impact of globalization on social security and welfare systems worldwide**.**
    -
- **"Managing Employee Welfare: People and Profits"**
    - Authors**: Donald M. Truxillo, Talya N. Bauer, and Berrin Erdogan**
    - Focus: Strategies to balance employee welfare with organizational performance.

Electives

Total Credits:04   Total Marks:100
University assessment: 50   College assessment:50

Course Objectives:
- To understand the concept of information, communication & technology including new technology.
- To understand and equip students with the skills and knowledge to effectively use ICT in a business context.
- To provide students with a practical experience with commonly used ICT tools and software in business settings.
- To apply ICT tools and solutions to address specific business problems, enhancing the effectiveness of processes such as Production, HR, E Commerce, storekeeping, marketing, finance, supply chain management, and customer service etc.

Course Outcomes:
- Learner would be able to cleared the concepts of ICT & its importance & practical use in business.
- They will come to know how the ICT use in practical business.
- Learner finds out the significant role of ICT in the business sector.
- Learner understands the about how business is managed in modern E-commerce platforms.

Module-I

Unit-1: ICT & Modern business

A-Information Communication Technology (ICT) concept, Evolution of ICT, competitive advantages through ICT in business, Components of ICT, Types of Information, Communication & Technology, Traditional business & modern business with ICT Use.

B-Role of ICT in business, Infrastructure for technology, Ethics using in ICT, Risk factor of ICT in business, Management Information System (MIS)- Features, Benefits, and components, ICT tools and software in business settings.

Unit-2: Major areas of business & ICT

A-Production Management Operations, E material management, Computer application operations in Purchasing & Storekeeping, Online purchasing, Inventory management and supply chain management, Information, Communication role for CRM.

B-Modern Human Resources Management & information technology, E recruitment and selection, E training, E payroll, Work from home culture, Performance appraisal & information, Human Resources Information System, (HRIS) Human Resources Accounting, New technology use in HR department,

Module-II

Unit-3: E-Commerce and ICT
A-E-commerce Business Models: Business models in emerging E-commerce areas, Business to Consumer (B2C)- Characteristics, Process. Business to Business (B2B)- Characteristics, Importance, Alternative models of B2B, Features of C2C and C2B.

B-Marketing and Business strategies: B2C and B2B E-commerce, Role of Websites in B2C, Electronic Payment System, E Marketing System, Social media marketing, Role of website in business.

Unit-4: Prospectus of ICT

A-Problems of ICT in business, Challenges of business in the context of ICT, Risk factor of ICT in business, Prospectus of business and emerging new technology in new era, Principles of effective communication, Barriers of effective communication in business,

B-Data mining in business, new technology for R & D activities in business, new trends in ICT, Use of ICT in business in India & developed countries. Competitive advantage for small & medium type of business.

References:

1. E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra

2. E- Commerce Strategies, Technology, and applications (David) Tata McGrawHill

3. Introduction to E-commerce (jeffrey) Tata- Mcgrawhill

4. Information Architecture: For the Web and Beyond" by Louis Rosenfeld, Peter Morville, and Jorge Arango.
5. Digital Payment Systems: Technologies, Issues, and Challenges" by Michael Weißen berger and Elgar Fleisch.
6. "E-Supply Chain Management: Principles, Practices, and Implications" by Balaji Rajagopalan and B. S. Sahay.
7.E-Commerce 2019: Business, Technology, and Society" by Kenneth C. Laudon and Carol Guercio Traver.
8. Enterprise Systems for Management by Luvai Motiwalla, Guido Tabellini, Jeffrey Thompson, Pearson Education
9. E-Business 2.0 Roadmap for Success by Dr. Ravi Kalakota, Marcia Robinson, Pearson Education
10. Management of Information Technology by Carroll W. Frenzel and John C. Frenzel, fourth Edition, Thomson Press
11. E-commerce – A Managerial Perspective by P. T. Joseph, Prentic Hall India Publications.
12. Marketing of High-Technology Products and Innovations, 3/e by Jakki J Mohr, Sanjit Sengupta, Stanley Slater, Pearson Education.
13. Information Technology for Management, Ramesh Behl, McGraw Hill Publication
14. Information Technology in Business Management, Mukesh Dhunna, Laxmi Publications

ELECTIVES
WOMEN LEADERSHIP

Credits 4

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

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

MODULE – 1

Unit 1: INTRODUCTION TO LEADERSHIP:

    a. Meaning of Leadership, Definition and Scope of leadership, Qualities of a leader, Role of a leader

    b. Introduction and overview of leadership theories (transformational, transactional, servant leadership), Leadership Styles, Leadership Ethics.

Unit 2: WOMEN IN LEADERSHIP:

    a. Concept, Significance of women leadership, Feminine Leadership Qualities, Feminist leadership principles, Historical perspectives: Pioneers of women leadership across cultures

    b. Gender dynamics in leadership: Stereotypes and barriers, Gendered perspectives on leadership styles, Representation of Women in Different Sectors.

MODULE - 2

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

    a. Social, Cultural & Institutional Barriers, Glass Ceiling & Glass Cliff Phenomena, Work life Balance and Gendered expectations,

    b. Difference between Social communication and Networking between men & women, Challenges faced by women leaders.

Unit 2: WOMEN LEADERSHIP IN BUSINESS AND MANAGEMENT:

    a. Managerial Skills for Women, Emotional Intelligence and Decision-Making, Building and Leading Teams, Strategic Leadership and Vision, Leadership in Action

    b. Women in employment and entrepreneurship, Super Woman Concept, Case studies on successful Women Entrepreneurs and Leaders in Indian Corporate Sector

References:

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

Programme Name: Masters of Commerce

Course Name: Indian Ethos in Business

Total Credit: 4 University Assessment: :

Master's Degree in Commerce Stream Programme Outcome

The programme aims to explore the principles of Indian Ethos, Indian Philosophy and cultivate an Ethical mindset, integrating core values into decision making to foster both personal and professional growth in diverse environment.

Course Outcome:

1. To understand significance of Indian ethos and lessons from Indian scriptures.

2. To know the work ethos and values and its relevance in management.

3. To articulate issues and deal with ethical dilemma.

4. To integrate Indian ethos into personal and professional domains.

5. To apply ethical values and Indian wisdom in making responsible decisions.

Module – I

Unit - I The Concept of Indian Ethos.

a. Meaning, Features, Evolution, Ethics Vs. Ethos, Relevance of Ethos, Elements of Karma and Management. Indian ethos for Management,

b. Principles and practices of Indian companies, Management lessons from Vedas, Mahabharata, Bible and Quran.

Unit –II Contemporary approaches to Indian Ethos

a. Joint Hindu family business – Leadership qualities of Karta, Indian system of learning – Gurukul system of learning, Karma, advantages and disadvantages of Karma, Importance of Karma to Managers

b. Nishkama karma, Law of creation, Law of humility, law of growth, law of responsibility, law of connection, corporate karma leadership.

Module – II

Unit – III   Values in Business Management

   a.   Indian heritage in business, Indian Management Vs. Western Management, Work ethos and values for Indian Managers

   b.   Relevance of value based management in global change, Value system in work culture. Indian model of corporate development, Significance of ethics in Business Management.

Unit - IV Ethical Issues and its Resolution.

   a.   Ethical Issues related with Advertisement and Marketing; Secular versus, Spiritual Values in Management, Work Ethics

   b.   Stress Management, Stress Management techniques, Ethical dilemmas in different business areas of operations, finance, marketing, HRM, Ethical dilemma resolution process.

References

1.   Indian Ethos and Values in Management, Tata Mc Graw Hill
2.   Management by Values, S.K Chakraborty
3.   Indian Ethos Management, Himalaya Publication.
4.   Ethics in Management: S.A. Sherlekar
5.   Ethics in Organization: David Murray
6.   Business and Society: George A Steiner
7.   The Geetha and the Art of successful management: Aj anta E Chakravarthy

<div align="center">

MCOM – SEM IV (NEP 2020)

ELECTIVES

</div>

Course: **Workforce Diversity**

TotalCredits:04   Total Marks:100

University assessment: 50   College assessment:50

Learning Objectives

- Create a corporate culture that values workforce diversity
- To explain the characteristics of diversity in the workforce.
- To describe how technology affects workforce diversity management.
- To discuss how HRM functions and workforce diversity are related.
- To describe the tactics used to address workforce diversity.
- Increase understanding of multicultural issues and different generations in the workplace

Course Outcome

- Learners will perceive the concepts and Process of Workforce diversity (Understand)
- Analyze individual perspectives and dimensions of diversity(analysis)
- Support the business case for workforce diversity and inclusion (evaluation)
- Assess contemporary organizational strategies for managing workforce diversity (evaluation)
- Learners will understand approaches (Strategies) to manage workforce diversity (Create)

MODULE I

UNIT 1: WORKFORCE DIVERSITY – AN INTRODUCTION

   A) Workforce Diversity – Concept, Evolution, Types of Diversity, Benefits and Limitations of Diversified Workforce. Theories of Workforce Diversity- Similarity-Attraction Theory, justification-suppression model

   B) Best practices for recruiting and hiring a diverse workforce, Overcoming barriers to Workforce Diversity, Dimensions of Workforce Diversity, Workforce Diversity- A key to improving productivity

UNIT 2: MANAGING WORKFORCE DIVERSITY

   A) Workforce Management – Concept, Practices for enhancing effective diversity management, Role of Workforce Diversity and HRM (Recruitment, Training, work-life balance, Performance Appraisal, Mentoring, Employee resource groups)

   B) Communication and Diversity in the workplace, Diversity hiring challenges and overcoming strategies, Organisational approaches to managing Diversity.

MODULE II

UNIT 1: LEGAL IMPLICATION OF WORKFORCE DIVERSITY
   A) Workplace Discrimination—concept, Types, Indian legal framework on workplace discrimination, Reverse Discrimination at the workplace, Policies to foster a diverse, equitable, and inclusive workplace

   B) Workplace Bullying and mental Harassment: Concepts, Types, and Legal Safeguards. Cultural Diversity at Work: Concepts and importance. Managing multicultural teams: strategies, issues, and challenges**.**

UNIT 2: TRENDS IN DIVERSITY MANAGEMENT
   A) Diversity, Equity, and Inclusion (DEI) at the workplace – concept, Benefits, challenges, Steps to foster diversity and inclusion in the workplace, Bridging the gaps- Building a DEI future in India. Technology as a tool to promote Diversity and Inclusion

   B) Generational Diversity at the workplace- Concept, Benefits, Challenges, and opportunities, strategies for embracing generational diversity, Diversity in Leadership- concept, Benefits, and Strategies to promote diversity in leadership, Diversity hiring trends, **Diversity in the Global Context**

References
   - Jason R. Thompson, Diversity and Inclusion Matters: Tactics and Tools to Inspire Equity and Game-Changing Performance, December 2021.
   - Bahaudin Mujtaba, Workforce Diversity Management: Challenges, Competencies and Strategies, 2006, Llumina Christian Books
   - Michelle E. Mor Barak (Author), Managing Diversity: Toward a Globally Inclusive Workplace Paperback – 9 December 2016.
   - [E-Book] Generational Diversity In the Workplace - Hype Won't Get You Results
   - Generational Diversity at Work: New Research Perspectives, edited by Emma Parry, Abingdon, Routledge, 2014.
   - George Henderson (Author), Cultural Diversity in the Workplace: Issues and Strategies, Praeger Publishers Inc
   - K Aswathappa, Human Resource Management- Text and Cases, 6th Edition, McGraw Hill
   - Gary Dessler & Biju Varkkey, Human Resource Management, 14th Edition, Pearson
   - Human Resource and Managerial Development, Edited by Shalini Singh, Year 2018 2nd Edition, Global Vision Publishing House
   - Human Resource Management, Edited by Adrian Wilkinson, Nicolas Bacon, Tom Redman, Scott Snell, Year 2012 1st edition, Sage Publications
   - https://theewgroup.com/blog/seven-steps-inclusive-recruitment-workplace-diversity/
   - https://www.ceipal.com/resources/insights/articles/diversity-recruiting-attracting-and-hiring-a-diverse-workforce/
   - https://www.mondaq.com/india/diversity-equity-inclusion/1442054/diversity-equity-and-inclusion-in-the-workplace-the-indian-context-the-applicable-laws-and-what-companies-need-to-know-to-comply

Paper Pattern   (Total 50 Marks)

Internal   =   25   Marks
External   =   25   Marks

Internal Paper Pattern   (25 Marks)

Q1. Project Presentation/ Case Study writing	**05 Marks**
Q2. Quiz/ Group discussion	**05 Marks**
Q3. Paper Presentation/ Seminar presentation	**05 Marks**
Q4. Class Test	**10 Marks**

Total   25 Marks

External Paper Pattern   (25 Marks)

Q1. Case Study Analysis	**05 Marks**
Q2. Answer the following (Any One) (from Any Module –Any unit)	**10 marks**

A
O
r
B

Q3. Answer the following (Any One) (from Any Module –Any unit)   10 Marks

A
O
r
B

Total 25 Marks

Paper Pattern   (Total 100 Marks)

Internal	**=**	**50**	**Marks**
External	**=**	**50**	**Marks**

Internal Paper Pattern   **(50 Marks)**

Q1. Project Presentation/ Case Study writing	**10 Marks**
Q2. Quiz/ Group discussion / Role Playing	**10 Marks**
Q3. Paper Presentation/ Seminar presentation	**10 Marks**
Q4. Class Test	**20 Marks**
Total	**50 Marks**

External Paper Pattern   **(50 Marks)**

Q1. Case Study Analysis   **10 Marks**

Q2. Answer the following (Any One) (from Any Module –Any unit)   **10 marks**

    A
    O
    r
    B

Q3. Answer the following (Any One) (from Any Module –Any unit)   **10 marks**

    A
    O
    r
    B

Q4. Answer the following (Any One) (from Any Module –Any unit)   **10 marks**

    A
    O
    r
    B

Q5. Answer the following (Any One) (from Any Module –Any unit)   **10 marks**

    A
    O
    r
    B

                                     Total 50 Marks

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

Prof. Dr. Kishori J. Bhagat
Offg. Associate Dean
Faculty of Commerce and
Management Chairman,
BOS University of Mumbai

Prof. Kavita Laghate
Offg. Associate Dean
Faculty of Commerce and
Management
University of Mumbai

Dr. Ravindra Bambardekar
Offg. Dean
Faculty of Commerce
and Management
University of Mumbai