

AC –

Item No. –

# As Per NEP 2020

## University of Mumbai



### Title of the program

- A- P.G. Diploma in Business Management  
B- M.Com. (Business Management) (Two Year) } 2023-24  
C- M.Com. (Business Management) (One Year) – 2027-28

### Syllabus for Semester – Sem III

Ref: GR dated 16<sup>th</sup> May, 2023 for Credit Structure of PG

# University of Mumbai



(As per NEP 2020)

Sr. No.	Heading	Particulars	
1	<b>Title of program</b> O: _____ A	A	<b>P.G. Diploma in Business Management</b>
	O: _____ B	B	<b>M.Com. (Business Management) (Two Year)</b>
	O: _____ C	C	<b>M.Com. (Business Management) (One Year)</b>
2	<b>Eligibility</b> O: _____ A	A	<b>Graduate in faculty from Commerce and Management ( B.Com, B.Com(B &amp; I), B.Com(A &amp; F), B.Com (FM), BMS) from any University recognised by UGC</b>
	O: _____ B	B	<b>Graduate in faculty from Commerce and Management ( B.Com, B.Com(B &amp; I), B.Com(A &amp; F), B.Com (FM), BMS) from any University recognised by UGC</b>
	O: _____ C	C	<b>Graduate with 4 year UG Degree (Honours/ Honours with Research) with specialization in concerned subject or equivalent academic level 6.0</b>  <b>OR</b> <b>Graduate with 4 year UG Degree Programme with maximum credits required for award of minor degree is allowed to take up the post graduate programme in minor subject provided the student has acquired the required number of credit as prescribed by the concerned Board of Studies</b>
3	<b>Duration of program</b> R: _____	A	<b>1 Year</b>
		B	<b>2 Years</b>
		C	<b>1 Year</b>
4	<b>R: _____ Intake Capacity</b>	<b>80</b>	
5	<b>R: _____ Scheme of Examination</b>	<b>NEP</b> <b>50% Internal</b> <b>50% External, Semester End Examination</b> <b>Individual Passing in Internal and External Examination</b>	

6	Standards of Passing R: _____	40%	
7	Credit Structure R: _____	Attached herewith	
8	Semesters	A	Sem.. I & II
		B	Sem.. I, II III & IV
		C	Sem.. I & II
9	Program Academic Level	A	6.0
		B	6.5
		C	6.5
10	Pattern	Semester	
11	Status	New	
12	To be implemented from Academic Year	A	2023-24
		B	
		C	2027-28



Prof (Dr) Sangeeta N Pawar  
Professor and Head  
Department of Commerce  
University of Mumbai

Dr. KavitaLaghate,  
Dean,  
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 3 syllabuses. Education is the necessity of every learners life and to make it more holistic, interdisciplinary and multidisciplinary 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 odds 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.

## 2) 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

## 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

**Credit Structure of the program (Sem-I, II, III & IV) (Table as per Parishishta 1 with Sign of HOD and Dean)**

R: \_\_\_\_\_

**Post Graduate Programs in University**

**Parishishta 1**

Year (2 Year PG)	Level	Sem (2 Year)	Major		RM	OJT /FP	RP	Cum. Cr.	Degree
			Mandatory*	Electives Any One					
I	6.0	Sem I	<b>Strategic Management</b> Credits 4  <b>Human Resource Management</b> Credits 4  <b>Consumer Behaviour</b> Credits 4  <b>Business Ethics</b> Credits 2	<b>Credits 4</b>  <b>Organisational Behaviour</b>  <b>OR</b>  <b>Tourism Management</b>  <b>OR</b> <b>E-Commerce</b>  <b>Supply Chain Management</b>  <b>Total Quality Management</b>  <b>Personality Development and Soft Skills</b>  <b>RM</b>	4			22	I
		Sem II	<b>Customer Relationship Management (CRM)</b> Credits 4  <b>Brand Management</b> Credits 4  <b>Professional Intelligence</b> Credits 4  <b>Hospitality Management</b> Credits 2	<b>Credits 4</b>  <b>Indian Constitution</b> OR  <b>Information Transfer Skills in Research</b> OR  <b>Safety &amp; Health Management at Work</b>  <b>Career Planning &amp; Development</b>  <b>Change Management</b>  <b>Indian Business Houses Management Practices</b>		4		22	
<b>Cum. Cr. For PG Diploma</b>			<b>28</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>44</b>	

**Exit option: PG Diploma (44 Credits after Three Year UG Degree)**

II	6.5	Sem III	<b>Entrepreneurial Management Credits 4</b>  <b>Marketing Strategies and Practices Credits 4</b>  <b>Stress Management &amp; Consumer Psychology Credits 4</b>  <b>Social Media Marketing Credits 2</b>	<b>Credits 4</b>  <b>Business Environment OR</b>  <b>Indian Aviation Industry OR</b>  <b>Performance Appraisal</b>  <b>Green Marketing</b>  <b>Talent Management</b>  <b>Marketing Research</b>			4	22	PG Degree After 3-Yr. UG
		Sem IV	<b>Corporate Restructuring Credits 4</b>  <b>Service Industry Credits 4</b>  <b>Advertising Credits 4</b>	<b>Credits 4</b>  <b>Social Security &amp; Welfare of Employees OR</b>  <b>Use of ICT in Business OR</b>  <b>Women Leadership</b>  <b>Indian Ethos in Business Workforce Diversity</b>  <b>Media Planning</b>			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**



**Prof (Dr) Sangeeta Nivrutti Pawar**  
**Professor and Head**  
**Department of Commerce**  
**University of Mumbai, Kalina**

**Dr. Kavita Laghate,**  
**I/C Dean,**  
**Commerce and Management**  
**University of Mumbai**

# Semester-III

*University of Mumbai*

## Mandatory 1

**Programme Name: M. Com (Business Management)**

**Course Name: Entrepreneurial Management**

**TotalCredits:04**

**TotalMarks:100**

**Universityassessment:50**

**Collegeassessment:50**

**Prerequisite:**

---

### **Learning Objectives**

- To Develop a Foundational Understanding of Entrepreneurship
- To Analyze the Indian business environment
- To Cultivate Essential Entrepreneurial Skills
- To Adapt to the Dynamic Business Landscape:

### **Course Outcome:**

CO1) Students should learn Knowledge of the entrepreneurial process

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

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

CO4) Learners should get the concept of social entrepreneurship

### **Module 1**

#### **Unit 1: Entrepreneurship Management and Development**

- a) Entrepreneurship – Definition and Concept and Importance, Entrepreneurship in India , Types of Entrepreneurs, Socio- Cultural Factors in Entrepreneurship Development , Barriers to Entrepreneurship
- b) Theories of Entrepreneurship- Schumpeter Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness, Social Entrepreneurship

#### **Unit 2: Launching and Managing Entrepreneurial Venture**

- a) Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship, Legal and Regulatory Considerations
- b) Financial Analysis of Entrepreneurial Venture- Significance, Tools of Financial Analysis, government grants, and angel investors,

## Module 2

### Unit 3: Project Formulation and Management

- a) Process for identifying potential business ideas and selection of a project, Market Analysis and Research, Steps for project formulation or starting a new venture, Project Design and network analysis
- b) Innovation and Creativity in Entrepreneurship, Lean Startup Methodology, Developing a comprehensive business plan, venture's vision, mission, strategies, and financial projections, factors affecting selection of plant location

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

- a) Classification of incentives – Financial, Non-financial, Subsidy and bounty, Tax based, Managing Growth - Strategies for scaling up the venture, Zig-Zag principles of entrepreneurship (reasons of failure and ways to success).
- b) National Policy for Skill Development (NPSD) The National Institute for Entrepreneurship and Small Business Development (NIESBD), District Industry Centre (DIC), National Alliance of young Entrepreneurs (NAYE), Successful Entrepreneurs at World and India Level, Women Entrepreneurship

### References:

- Anil Kumar S, Poornima S.C., Mini K. Abraham, Jayashree. K. (2003),
- Entrepreneurship Development New Delhi, New Age International Publishers.
- Bhowmik S.R, Bhowmik. M (2008), Entrepreneurship, New Age International Publishers
- Michael Gerber (2009) **The E-Myth Revisited: Why Most Small Businesses Don't Work and What To Do About**
- Peter F. Drucker (1985) **Innovation and Entrepreneurship**
- Eric Ries (2011) **The Lean Startup**
- Alexander Osterwalder and Yves Pigneur (2010) **Business Model Generation by**
- Geoffrey A. Moore (1991) **Crossing the Chasm**
- Hisrich Robert D/ Peters Micheal (2002) Entrepreneurship. Tata McGraw Hill New Delhi
- P.N. Sing, J. C. SabooDr. P. N. Singh. Entrepreneurial Management. Centre for HRD.
- Pawan Kumar Sharma. Development Banks and Entrepreneurship Promotion in India- Mittal Publication
- H. Sadhak. The Role of Entrepreneurs in Backward Areas. Daya Publishing house
- Poornima M. Charantimath. Entrepreneurship Development and Small Business Enterprise. Dorling Kindersely Publisher
- Laxmisha A. S..(2004). Entrepreneurial Development Role of Financial Institutions. Jaipur, Mangal Deep.
- Colombo Plan (1998) Entrepreneurial Development. New Delhi, Tata McGraw Hill.

- G. S. Batra and R. C. Dargal. Entrepreneurship Small Scale Industries. Deep & Deep Publications Pvt.Ltd.
- ManasPandey. WTO and Entrepreneurship Development. Shree Publishers and Distributors
- Sami Uddin. Entrepreneurship Development in India. Mittal Publication
- Vasant Desai. Entrepreneurial Development by (3 Volumes) Himalayan Pub House

*University of Mumbai*

## Mandatory 2

Programme Name: M. Com (Business Management)

Course Name: Marketing Strategies and practices

TotalCredits:04

TotalMarks:100

Universityassessment:50

Collegeassessment:50

Prerequisite:

### PROGRAM OUTCOME (COURSE OUTCOME)

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

### Course Objective:

Sr.No	Course Objective
CO1.	To make the learners aware about conceptual knowledge and evolution of Marketing strategies and practices..
CO2.	To familiarize the learners with the evaluation of the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings
<b>Course Outcome</b>	
Students will be able to Identify, define and analyze problems and identify or create processes to solve them	
Students will be able to Identify and evaluate social, cultural, global, ethical and environmental responsibilities and issues	

### Proposed Syllabus

<b>Module -1</b> <b>Unit-1- Introduction to Marketing Strategies</b> A. Introduction: Marketing Strategies Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps, B. Marketing Opportunities and Plan, Green and Guerrilla Marketing Strategies
<b>Unit-2- Developing Marketing Strategies &amp; Plans</b> A. Marketing Strategy Implementation - Steps, Marketing Mix 4 P's, Alternative Marketing Mix Propositions- Profit, People, and Planet. B. Marketing Plans: Marketing Planning- Importance, Types, Strategic Business Unit - Structure, SWOT Analysis, Defensive Marketing Strategies: Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defence Strategies.
<b>Module-2</b> <b>Unit-3- Market Environmental Trends &amp; Building Customer Value</b> A. Environmental Analysis: Analysing the Macro Environment, Theories of Marketing Customer Perceived Value (CPV). B. Customer Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques Customer

Loyalty: Importance

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

- A. Meaning of Omni Channels, Brick and Mortar marketing strategies
- B. Artificial Intelligence (AI) strategies of marketing--- product level AI strategy, Business level AI strategy, Marketing and Advertising level AI Strategy

#### **Course Outcome:**

**After completion of Course the students will be able to**

#### **References of books:**

1. Aaker, D and Joachimsthaler, E (2000) Brand leadership, The Free Press
2. Assael, H. (1992) Consumer Behaviour and Marketing Action, 4th Edition, USA: PWS-Kent
3. Hoyer, W.D. and MacInnis, D.J. (2001) Consumer Behaviour, 2nd Edition, USA: Houghton Mifflin Company
4. Baker, M. (2000) Marketing Management and Strategy, 3rd edition, Macmillan Business.
5. Blythe, J. (2001) Essentials of Marketing, 2nd edition, Prentice Hall
6. Booms, B.H. and Bitner, M.J. (1981), Marketing strategies and organisation structures for service firms, in Marketing of Services, J. Donnelly and W.R. George (eds), American Marketing Association
7. Brassington, F and Pettitt, S, (2000), Principles of Marketing, Second Edition, Prentice Hall, Harlow
8. Brooks, I and Weatherston, J. (1997) The Business Environment. Challenges and Changes, Prentice Hall.
9. Chisnall, P.M. (1997) Marketing Research, Fifth Edition, London: McGraw-Hill
10. Davies, M. (1998) Understanding Marketing, 1st edition. Prentice Hall
11. Ellwood, I. (2002) The Essential Brand book, Kogan Page Limited
12. Fill, C (2002) Marketing Communications, Contexts, strategies and applications, Prentice Hall
13. Gabriel, Y & Lang, T, (1995), The Unmanageable Consumer, Sage, London
14. Hoffman ,D & Novak, T, (1996), 'Marketing in Hypermedia Computer-mediated Environments: Conceptual Foundations', Journal of Marketing, Vol 60(July), pp50-68
15. Kapferer, J. (1997) Strategic Brand Management, Kogan Page
16. Keller, K (1998) Strategic Brand Management, Building, measuring and managing brand equity, Kogan Page, London
17. Kotler, P, Armstrong, G, Saunders, J and Wong, V, (2001), Principles of Marketing: Third European Edition, Prentice Hall, Harlow

### **Mandatory 3**

**Programme Name: M.Com ( Business Management )**

**Course Name: Talent Management**

**Total Credits :04**

**Total Marks:100**

**University Assessment: 50**

**College Assessment: 50**

**Prerequisite:**

---

#### **Learning Objectives**

- a) To enable the learners to internalise their strengths , work on their capabilities through understanding the concept and importance of talent management
- b) The course would enable the students to understand the growing importance of talent management in day to day life of a person.
- c) To acquaint the learners with understanding talent management and its benefits in work place

#### **Course Outcomes**

- C1. Understand the concept of Talent Management
- C2. Analyse the attributes contributing to talent management

#### **Module 1**

##### **Unit 1 Talent Management**

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

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

##### **Unit 2 Talent Management Practices**

A Job Related Factors of --- Job Design, Role Design, Job Rotation, Career Development, Succession Planning

Recruitment & Selection Related Factors of Talent Management ---Internal Recruitment, External Recruitment, Selection Process Techniques

B. Training & Appraisal Related Factors of Talent Management – Internal Coaching, Mentoring & Buddy System, Performance Management System, 360 degree feedback and rigorous assessment

Employee Key Related Factors of Talent Management---Employee Engagement, Employee Retention, Employee Performance, HR System, Compensation management

## **Module 2**

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

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

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

### **Unit 4 Talent Crunch**

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

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

## **Reference**

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

## Mandatory 4

**Programme Name: M. Com (Business Management)**

**Course Name: Social Media Marketing**

**TotalCredits:02**

**TotalMarks:50**

**Universityassessment:25**

**Collegeassessment:25**

**Prerequisite:**

---

### Learning Objectives:

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

### Course Outcomes:

- CO1) Learner should understand a Social media and its impact on individuals, businesses, and society.
- CO2) Learners can identify and compare popular social media platforms based on their functionalities and target audiences.
- CO3) Learners will be able to explain core social media marketing concepts like content strategy, engagement, and community management.
- CO4) Learners will be develop a personal social media audit to evaluate your online presence.

### Module 1

#### Unit 1 Introduction and Platforms of Social Media

- A) Definition and evolution of social media, The impact of social media on individual and society's culture (Pros and Cons), The ethical considerations of social media use, The rise of Web 2.0 and user-generated content,
- B) Types of social media platforms: Facebook, Instagram, YouTube, LinkedIn features, and strategies for personal and professional use, Twitter: content creation, hashtags, and real-time communication, Develop a personal social media audit to evaluate your online presence

## Module 2

### Unit 2 New Trends: Social Media Strategy and Applications

- A) Social media marketing strategies and tactics, Social media for Individuals and Careers, Personal branding and professional networking, Using social media for job searching and career development, Maintaining a positive online presence
- B) Crafting compelling social media content: Text, visuals, and storytelling techniques, Emerging trends and new technologies, The impact of AI, and blockchain on social media, Cyberbullying and online harassment

#### References:

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

## **Elective 1**

### **M.Com.-Business Management- (Sem III)**

#### **Course Title: Business Environment**

**TotalCredits:04**

**Universityassessment:50**

**Prerequisite:**

**TotalMarks:100**

**Collegeassessment:50**

---

### **MODULE I**

#### **Unit 1 Introduction to Business Environment**

- A) Business Environment: Meaning and Nature of Modern Business, Environment of Business, Economic System, Macro Economic Scenario, Neo-liberal Profile of the Economy(LPG),
- B) BusinessEnvironment&StrategicManagement,InternalEnvironment,ExternalEnvironment, Political & Business Society, Consumerism.

#### **Unit 2 Political and Economic Environment**

- A) Business and Government - in Indian Perspective: Economic Roles of the State andGovernment,EconomicPlanninginIndia,ExportImportPolicy,TradeLiberalization,
- B) Monetary and Fiscal Policy, Industrial Policy Resolution in India, Indian Economic Policies, Disinvestment Policy, Taxation Policy, Privatization, Industrial Sickness.

### **MODULE II**

#### **Unit 3 Financial and Technological Environment**

- A) FinancialEnvironment:IndianMoneyMarket,CapitalMarketinIndia,StockMarket Regulations, Currency Convertibility, Exchange Rate Management, RBI,Stock Exchange, Non-Banking Financial Corporation, Capital Market Reforms andDevelopment,Features
- B) ImpactofTechnologyonbusiness,OnlineServices,Advantage,Ecommerce,Artificial Intelligence in Business, Scope ,Benefits and Issues.

#### **Unit 4 Global Environment and Sustainable Development**

- A) GlobalEnvironmentandSustainableDevelopment:Nature,ManifestationsofGlobalization,BenefitsfromMNCs,StrategiesinGlobalization,FunctionsofWTO,GATT,GATSanditsimplications In India. Global Environmental Issues,
- B) SustainableDevelopment,RelevanceinModernBusinessManagingEnvironmentallIssues, Environmental Management as a Competitive Advantage, Role of Govt. in Environmental Regulations

## Elective 2

Programme Name: M.Com ( Business Management )

Course Name: Indian Aviation Industry

Total Credits : 04

Total Marks: 100

University Assessment: 50

College Assessment: 50

Prerequisite:

---

### Learning Objectives

1. To enable the learners to understand aviation industry as the largest airline industry adding to GDP of Indian Economy in terms with service industry
2. The course would enable students to understand growth of Indian aviation industry, its growth and future avenues to take up jobs in this industry
3. To acquaint the learners with case studies of Indian aviation industries

### Course Outcomes

- C1. Understand the basic concepts of service industry, aviation industry
- C2. Analytical understand profile of government and private aviation industry, their growth, prospects and problems

### Module 1

#### Unit 1 Service Industry & Service Quality in Aviation Industry

- A. Definition of Services, Meaning of Service Industry, Components of Service Sector, Service Sector in India
- B. SERVQUAL model of measuring service quality of Indian aviation industry – Five Determinants
  1. Tangibles
  2. Reliability
  3. Responsiveness
  4. Assurance
  5. Empathy

#### Unit 2 History of Global Aviation

- A. History and Growth of Indian aviation sector , Liberalisation of Indian Aviation Sector, Privatisation of Aviation sector, Challenges of Indian aviation industry, Categories of Indian aviation sector – Scheduled Air Transport Service, Non-Scheduled Air Transport Service, Air Cargo Services
- B. Private Player's participation in the domestic aviation segment, Government Restrictions imposed upon the private players.

### Module 2

#### Unit 3 Profile of Air India

- A. Merger of Air India and Indian Airlines, Reasons for failure of merger of Air India and Indian Airlines ----- Absence of Synergy Management, Losses of Indian Airlines led to downfall of Air India, Merger of Companies with different areas of operation
- B. History of Air India, SWOT Analysis of Air India, Challenges faced by Air India--- Increasing Operational Cost, Lack of trained and professional staff, Diverse routes but shrinking margins, lack of maintenance by airline, absence of global practices,

Repeated technical glitches, decreasing customer preference, Less brand recall, Deteriorating standards, Low weightage to customer satisfaction, safety standards, Fuel prices and cost control, Present status of Air India Limited

#### **Unit 4 Human Resource Management**

- A. Human Resource Management in Aviation Industry , Prospects ,Problems, Opportunities and Challenges of Human Resources of Indian Aviation Industry, Challenges of Indian Aviation Industry in Chaotic Phase
- B. Case Studies of Indian Airlines ----- Air India, IndiGo, Spicejet,Vistara, Akasa Air, Alliance Air

#### **Reference**

1. Service Industry – Text and Application with Case Analysis of Aviation Industry of India, Prof (Dr) SangeetaNivruttiPawar, DrGangaur Sharma, Bharti Publications, New Delhi -110002 (India) Year 2022
2. Ravi Kumar VV 2006, Indian Aviation Industry – opportunities and challenges
3. AnuradhaMalviya&ProfFaridaShah(2015), 'IndianAviationIndustryEmergingOpportunitiesandChallenges',AsianResearchJournalofBusiness Management, Issue3, Vol2.
4. Dr ChandraniChattopadhyay (June 2015), 'Aviation Industry: ChallengesandProspects',Journalof Business,Economicsand Management(JRBEM), ScienceResearchOrganisation, Issue2, Vol3.
5. HandbookonCivilAviationStatistics–aglimpseofaviationstatistics,2015-16.
6. "Indian Aviation Scaling New Heights", (2009), Deloitte TouchTohmatsuIndiaPrivateLimited
7. Kumar, B. (2011). 'Mergers and Acquisitions: Text andCases'. NewDelhi:TataMcGraw-Hill EducationPrivateLimited.
8. MediaReports,PressReleases,PressInformationBureau,Directorate Generalof CivilAviation(DGCA),AirportsAuthorityofIndia(AAI), UnionBudget2016
9. Rajesh UKanthe,(May-June2012), 'ChallengesofIndianAviation Industryin ChaoticPhase',InnovativeJournalof Businessand Management, Vol1 (3), pgs54-56.
10. ShipraChoudhary,RuchiDixit,RajeshTiwari,(2015), 'Issues and ChallengesofIndianAviationIndustry:A CaseStudy',InternatinalJournalofLogistics&Supply ChainManagementPerspectives,Vol4, Number 1.
11. Tyler, T. (May2012), 'AviationCrisis:CommonVisiontoHelpFixProblemslikeHigh Taxes,InvestmentCurbs', The Economic Times'.

## Elective 3

M.Com.-Business Management- Part Two (Sem III)

Course Title: Performance Appraisal

TotalCredits:04

TotalMarks:100

Universityassessment:50

Collegeassessment:50

Prerequisite:

---

### Course Objectives

- CO1. To understand the significance of appraisal for an organization and individuals.
- CO2. To develop an understanding of Performance Appraisal tools, potential appraisal and their applications.
- CO3. To develop an understanding about the performance management system and strategies adopted by the organization to manage employee performance
- CO4. To understand the recent developments in performance managements and establish their readiness to cope with issues relating to performance management
- CO5. To give insight on how to identify, integrate and retain talent in an organization to deliver high performance

### Course Learning Outcomes:

- 1. To understand the basic concepts, of Performance Appraisal and Potential appraisal.
- 2. To understand the various objective, scope, function and techniques of Performance appraisal and potential appraisal.
- 3. To analyze application of Performance Appraisal and potential appraisal in the organization.
- 4. To develop awareness about the current issues and trends of appraisal.
- 5. To identify comprehensive knowledge and practical skills to improve their ability for performance appraisal in prospective organizations.

### Module I –

#### Unit 1 Performance Appraisal and Management

- A) Performance Appraisal – Meaning and Concept, History of Performance Appraisal Employee Motivation & Needs (Vroom's & Adam's Theory of Motivation), Planning Performance & Role Clarity, Accountability and Effectiveness.

- B) Measuring Performance—Objectives & Indicators, Methods of Appraisal—Contemporary & Modern methods, Performance feedback & counselling, Performance criteria for employees, Principles of setting Performance Criteria, Objectives & characteristics of Performance Criteria, PMS- issues and dilemmas. Concept and method of creating / developing KRA

### **Unit 2 Potential Appraisal & Competency Mapping**

- A. 360 degree Feedback, RSDQ A) Model, and Criteria for success, Experiences in 360 appraisals, Philips leadership competencies, Potential Appraisal- Concept, difference between performance appraisal and potential appraisal,
- B. Stock taking performance & stock taking potential Competency mapping & potential appraisal—case studies Appraisal Forms and Formats

## **Module II**

### **Unit 3 Emerging Concerns & Performance Management**

- A) Organizational Implications of Performance Appraisal, Performance Appraisal practices in Manufacturing, IT and other service sectors. Appraisal for future—going beyond tangible performance e-PMS, HR Scorecard, Factors that led to thinking about scorecard approach
- B) Ethics in Performance Management, Research Findings in P A in India and abroad, Latest trends in Performance Appraisal, Big Data Analytics and Potential Evaluation.

### **Unit 4 Assessment of Employees Performance Appraisal System**

- A. Perception of employees about appraisal system, Effect on job satisfaction, Appraisers Attitude in evaluating job performance of employees
- B. Performance Appraisal Practices adopted by Indian Business Houses and Service sectors, Remedial measures to improve performance of employees

**References:**

1. Performance Management by A. S. Kohli, T. Deb Oxford Higher Education 2008/  
Latest edition
2. Soumendra N. Bagchi Performance Management Cengage 2013 / 2<sup>nd</sup> Edition
3. T.V. Rao Performance Management and Appraisal Systems Sage 2004 / 1<sup>st</sup> Edition
4. D.K.Srivastava Strategies for Performance Management Excel Publications Latest  
edition
5. Michael Armstrong, Angela Baron Performance Management: The new Realities  
Institute of Personnel & Development, London Latest edi

*University of Mumbai*

**Elective 4**  
**Programme Name: M. Com (Business Management)**  
**Course Name: Green Marketing**

**TotalCredits:04**

**Universityassessment:50**

**Prerequisite:**

**TotalMarks:100**

**Collegeassessment:50**

---

**Learning Objectives:**

- To define green marketing and its key principles.
- To explain the drivers of green consumer behaviour.
- To develop strategies for creating and promoting sustainable products and services.
- To analyze the ethical considerations of green marketing practices
- To evaluate the effectiveness of green marketing campaigns and Discuss emerging trends in green marketing.

**Course Outcomes:**

- CO1) Learners should get an idea about a comprehensive understanding of green marketing concepts and practices
- CO2) Learners should identify and analyze green consumer trends.
- CO3) Learners will be develop innovative green marketing strategies for various business contexts.
- CO4) Learners will be apply critical thinking skills to assess the ethical implications of green marketing campaigns.

**Module 1**

**Unit 1: Introduction to Green Marketing (3 weeks)**

- A) Sustainability and its role in business, Concept and features of Green marketing, Evolution of Green Marketing, Benefits of Green marketing
- B) Green Marketing mix, Green marketing strategies, Distinguish between marketing & green marketing, Case studies of successful green marketing campaigns

## **Unit 2: Green Consumers and Behaviour**

- A) Concept of Green Consumers, Environmental psychology and Green consumer behaviour, Factor affecting green purchase decision, Five stages of consumer buying decision process, Green consumer segmentation
- B) Green washing and its ethical implications, Consumer skepticism towards green claims, Strategies for building consumer trust in green products

## **Module 2**

### **Unit 3: Green Marketing Strategies and Applications (4 weeks)**

- A) Green product design and innovation, Sustainable packaging and supply chain management, Green pricing strategies, Integrating green marketing into social media and communication
- B) Green marketing for service industries, Green marketing implementation and control, Climate performance leadership index; Promotional channels of green marketing.

### **Unit 4: Policies and Environmental Consciousness of Green Marketing**

- A) The rise of social green marketing, Introduction to green marketing policy & process, Green marketing regulations and consumer protection laws, Examples of Green Firms
- B) Developing a sustainable marketing plan, Benefits of green environment to the society, E-waste exchange, Guidelines for environmentally sound recycling of E-waste.

## **References:**

- John Murphy. Green Marketing: A Global Perspective
- John Hankins. Branding and Sustainability: A Guide to Moving Beyond Greenwashing.
- Robert Dahlstrom. Green Marketing Management. Cengage Learning India.
- M. Meera. Green Marketing - Concepts, Literatures and Examples. Evincepub Publishing.
- Green Marketing and Environmental Responsibility in Modern Corporations, EsakkiandThangasamy, IGI Global.
- Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books.
- Jacquelyn A. Ottman. (2011). The New Rules of Green Marketing. Berrett-Koehler Publishers.
- John Wasik. (1996). Green Marketing and Management: A Global Perspective. Wiley publisher
- Martin Charter, Michael J. Polonsky. (2017). Greener Marketing: A Global Perspective on Greening Marketing Practice. Tylor&Fransis Publisher

## Elective 5

Programme Name: M.Com (Business Management)

Course Name: Stress Management and Human Psychology

Total Credits : 04

Total Marks: 100

University Assessment: 50

College Assessment: 50

Prerequisite:

---

### Learning Objectives

- d) To enable the learners to value life skills by managing their stress for good quality of life
- e) The course would enable the students to understand the growing need of stress management
- f) To acquaint the learners with introspecting the physical and mental challenges and find coping strategies to come out of stress

### Course Outcomes

C1. Understand the basic concepts of stress, stress management strategies and application of human psychology

C2. To acquaint learners with coping mechanism of stress and serving stress management remedies as panacea for all stress gaining factors

### Module 1

#### Unit 1 Stress, Psychological Disorders and Stress Management

A. Definition of Stress, Types of Stress, Sources of stress- Individual, Environmental and Organisational factors, Causes of Stress- Individual , Work Stress, Behavioural stress

B. Nature/ Stages of Psychological disorders, Types of Psychological disorders- Anxiety, Depression, Bipolar, Trauma & Stress related disorder, Substance related and addictive

Disorder, Schizophrenia, Symptoms of Anxiety Disorders- Physical, Psychological and Behavioural Therapies to cope with Psychological disorders-

Pharmacotherapy (drugs) and Psychotherapeutic – Rational Emotive Behaviour, Humanistic therapy, Gestalt therapy, Interpersonal therapy,

3 R's- Relax, Reassess, Respond

#### Unit 2 Mental Health and Quality of work life

A. Mental Health – Definition, Hurdles in receiving treatment in mental illness, Stigma associated with mental illness, First –Aid in mental health ----- Diagnosis, Intervention, Relapse Prevention.

B. Factors contributing to Quality of Work life - safe work environment, equitable pay , job satisfaction, job involvement, job motivation, work role ambiguity, work role conflict, job stress, balance of work and family. Stress Audit- sources, symptoms and susceptibility to stress

## **Module 2**

### **Unit 3 Psychology**

- A.** Definition of Psychology, History of Psychology, Definition of Emotions- and types--- Happiness, Optimism, Empathy, Mindfulness, Resilience, Theories of Happiness- Need/Goal Satisfaction Theories, Process Activity Theories, Genetic Personality Theories
- B.** Empathy – Meaning and types – cognitive, emotional reactivity, social skills, How to Nurture Empathy, Resilience- Meaning, Types of Resilience

### **Unit 4 Human Psychology**

- A.** Definition of Rationality , Importance of Rationality in Human Psychology, Characteristics of Rational people- Understanding Self Interest and Social Interest, Self Direction, Tolerance, Flexibility, Self Acceptance and Self Responsibility, Emotional Intelligence
- B.** Meaning of Critical thinking, Applying Psychology to everyday life--- Critical thinking,, Information evaluating strategies of social media news from twitter, instagram, facebook,whatsapp, youtube and its impact on human behaviour

### **Reference**

1. K. Ashwathappa, Organisation Behaviour- Text, Cases & Games, Himalaya Publishing House, 2014 Edition
2. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Prentice–Hall of India Private Limited; New Delhi; 8th Edition or later editions.
3. P. SubbaRao , 'Organisational Behaviour – Text , Cases & games', 2<sup>nd</sup> Revised Edition 2013, Himalaya Publishing House.
4. Organisational Behaviour by Dr Chandra Sekhar Dash, International Book House Pvt Ltd, New Delhi, 2013
5. Management Concepts and Practices by Suresh Sachdeva& M. L. Mourya, Y K Publishers, Agra 2004
6. Psychology by Saundra K Ciccarelli, J. Noland White, GirishwarMisra, Sixth Edition, Pearson, 2022

## Elective 6

Programme Name: M. Com (Business Management)

Course Name: Marketing Research

TotalCredits:04

TotalMarks:100

Universityassessment:50

Collegeassessment:50

Prerequisite:

---

### Course Outcomes

After studying this unit, the students will be able to:

- CO1 Understand the concept of marketing research and its features, function and importance.
- CO2 Get an insight into the steps in marketing research and various ethical practice in the field of marketing research.
- CO3 Explore career options in the field of marketing research and essentials qualities required to become effective marketing research professionals.

### Module 1: Introduction to Marketing Research

#### Unit 1: Introduction to Marketing Research

- A) Meaning and definition, functions, benefits, and limitations of marketing research--- Scope and branches of marketing research.
- B) MIS-Meaning, definition, components, need and limitations --- Career opportunities in marketing research.

#### Unit 2: Research design

- A) Meaning and significance of research design --- Steps in formulating research design ---Types of research design.
- B) Framing of a questionnaire: concept, essentials of good questionnaire and types

## **Module 2: Data collection, processing, analysis and reporting**

### **Unit 3: Data collection**

- A) Types of data: Primary and Secondary data – meaning, advantages and disadvantages --- Methods of primary data collection.
- B) Techniques of conducting survey --- Sources of secondary data collection

### **Unit 4: Processing and analysis of data**

- A) Stages in processing of data: editing, coding, classification, and tabulation --- Data analysis: meaning, significance.
- B) Use of Statistical Package for Social Sciences (SPSS, MS-Excel, SAS) in Research --- Interpretation of data: meaning, significance and stages ---Report writing-meaning, types, format, and essentials of report writing.

### **References**

- **Business Research Methods, Donald .R Cooper ,Pamela S. Schindler ,Tata McGraw Hill.**
- **Marketing; DhruvGrewal and Michael Levy Tata Mc Grow Hill .**
- **Rural agriculture and marketing , S.B. Verma , S.K. Jiloka , BucheshwarMandal , Deep Publications PVT . LTD.**
- **Marketing Research DebashisPatel,Universities press (India) PVT. LTD.**
- **Research Methodology, C .R.KothariNew age international publishers.**
- **Marketing research David. J. Luck Ronald. s. Rubin, Prentice hall of India.**
- **Research methodology in commerce, ChetanAgarwal,Vijay Sharma, Common Wealth publishers PVT . LTD.**
- **E- Research Methodology, Dr.S.J.Deshmukh Shree Niwas Publications.**
- **Marketing Research, G.C.Beri,Tata McGraw Hill.**
- **Marketing Research –A South Asian Perspective, Churchill/Lacobucci/Israel, Cengage Learning**
- **Marketing Research – Text &Cases, RajendraNargundkar, Tata McGraw Hill PublishingCompany Ltd.**

**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) 10 marks  
A  
Or  
B  
Q3. Answer the following (Any One) 10 Marks  
A  
Or  
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)	10 marks
A	
Or	
B	
Q3. Answer the following (Any One)	10 Marks
A	
Or	
B	
Q4. Answer the following (Any One)	10 marks
A	
Or	
B	
Q5. Answer the following (Any One)	10 marks
A	
Or	
B	

Total

50 Marks

**Letter Grades and Grade Points:**

<b>Semester GPA/ Programme CGPA Semester/ Programme</b>	<b>% of Marks</b>	<b>Alpha-Sign/ Letter Grade Result</b>
<b>9.00 - 10.00</b>	<b>90.0 - 100</b>	<b>O (Outstanding)</b>
<b>8.00 - &lt; 9.00</b>	<b>80.0 - &lt; 90.0</b>	<b>A+ (Excellent)</b>
<b>7.00 - &lt; 8.00</b>	<b>70.0 - &lt; 80.0</b>	<b>A (Very Good)</b>
<b>6.00 - &lt; 7.00</b>	<b>60.0 - &lt; 70.0</b>	<b>B+ (Good)</b>
<b>5.50 - &lt; 6.00</b>	<b>55.0 - &lt; 60.0</b>	<b>B (Above Average)</b>
<b>5.00 - &lt; 5.50</b>	<b>50.0 - &lt; 55.0</b>	<b>C (Average)</b>
<b>4.00 - &lt; 5.00</b>	<b>40.0 - &lt; 50.0</b>	<b>P (Pass)</b>
<b>Below 4.00</b>	<b>Below 40.0</b>	<b>F (Fail)</b>
<b>Ab (Absent)</b>	<b>-</b>	<b>Absent</b>



**Prof (Dr) Sangeeta N Pawar  
Professor and Head  
Department of Commerce  
University of Mumbai**

**Dr. KavitaLaghate,  
Dean,  
Commerce and Management  
University of Mumbai**

## Appendix- B

### Justification for M.Com ( Business Management )

1.	Necessity for starting the course:	NEP 2020
2.	Whether the UGC has recommended the course:	Yes
3.	Whether all the courses have commenced from the academic year 2023-24	Yes
4.	The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?:	Aided Courses, Yes
5.	To give details regarding the duration of the Course and is it possible to compress the course?:	Two Years Course, Each course has Separate Specialization the course cannot be Compressed
6.	The intake capacity of each course and no. of admissions given in the current academic year:	Business Management 80
7.	Opportunities of Employability / Employment available after undertaking these courses:	Jobs in teaching field, Research associates, Computer Analyst, Accountants, Banking jobs. Marketing Representatives, HR Staff, Web Designer, Animator, Advertising Personnel, Export, Business Consultancy, Start UPS



**Prof (Dr) Sangeeta N Pawar**  
Professor and Head  
Department of Commerce  
University of Mumbai

**Dr. KavitaLaghate,**  
II/C Dean,  
Commerce and Management  
University of Mumbai