



Affiliated to University of Mumbai

Program: B. Com (Management Studies)

Course: F.Y.B. Com (Management Studies)

Syllabus for Semester: I

Syllabus for Undergraduate Programme as per
National Education Policy (NEP-2020) with effect from the
academic year 2024-2025

NEP Credit Structure for BMS

Level	Sem	Major		Minor	OE	VSC	SEC	AEC	IKS	VEC	OJT/FP /RP/CC /CEP	Cumulative Credits	
		Mandatory	Elective										
S4.5	I	4 + 2	-	2	2 + 2	2	2	2	2	2	-	22	UG Certificate Cumulative Credit:44
	II	4 + 2	-	2	2 + 2	2	2	2	-	2	2 (CC)	22	
Exit Option: Award of UG Certificate in Major with 40 -44 Credits and an Additional 4 Credits Core NSQF Course / Internship OR Continue with Major and Minor													
5	III	4 + 4	-	2 + 2 (F) Or 2 + 2 (M)	2	2	-	2	-	-	2 (CC) + 2 (CEP)	22	UG Diploma Cumulative Credit:88
	IV	4 + 4	-	2 + 2 (F) Or 2 + 2 (M)	2	2	2	2	-	-	2 (CC)	22	
Exit Option: Award of UG Diploma in Major and Minor with 80-88 Credits and an Additional 4 Credits Core NSQF Course / Internship OR Continue with Major and Minor													
5.5	V	4 + 4 + 2 (IKS)	4 (F) Or 4 (M)	2 + 2 (F) Or 2 + 2 (M)	-	2	-	-	-	-	2 (FP)	22	UG Degree Cumulative Credit:132
	VI	4 + 4 + 2	4 (F) Or 4 (M)	2 + 2 (F) Or 2 + 2 (M)	-	-	-	-	-	-	4 (OJT)	22	
	Total	44 + 4	8	20	12	10	6	8	2	4	14	132	

F.Y.B. Com (Management Studies)

Courses	Semester – I	Credits
Major	Principles of Management	4
	Fundamentals of Accounting	2
Minor	Introduction to Marketing	2
OE	Financial Literacy	2
	Basics of HRM - I	2
VSC	Industrial Application of Business Law	2
AEC	Effective Communication Skills - I	2
VEC	Elements of Business Ethics	2
IKS	Ancient Indian Management Thoughts and Practices	2
SEC	Dynamics of Effective Leadership	2
CC		
Total Credits		22

Programme Specific Outcomes (PSOs) for B. Com (Management Studies)

Sr. No.	On completing the programme, the student will be able to:
PSO1	Demonstrate the ability to apply core <i>management principles</i> in areas such as marketing, finance, strategy, and operations to analyze business related problems.
PSO2	Exhibit proficient <i>communication and leadership skills</i> , enabling effective team building and decision-making in professional settings.
PSO3	Exhibit competency in <i>costing, financial management and accounting principles</i> thereby enabling <i>analytical thinking</i> to assess and interpret the financial statements by using fundamental and technical tools helping to gauge financial performance of an organization.
PSO4	Understand the <i>legal</i> frameworks, including business law, cyber law, and intellectual property rights, and incorporate <i>ethical</i> considerations as well as corporate governance in professional settings.
PSO5	Utilize <i>strategic management</i> and micro & macro- <i>economic principles</i> to assess market conditions and study organizational growth and sustainability.
PSO6	Apply <i>critical thinking</i> and <i>analytical skills</i> to identify organizational challenges, evaluate alternatives, and implement effective solutions in the field of investment & portfolio management, wealth management, capital markets, direct & indirect taxation, human resources management, logistics management and information technology.
PSO7	Demonstrate the ability to <i>adapt</i> to changing business environments, leveraging new technologies and market trends to maintain competitive advantage and foster an entrepreneurial mindset, with the capacity to innovate, recognize business opportunities, and drive growth in dynamic markets
PSO8	Understand the significance of the <i>ancient Indian culture</i> and the value system, and government initiatives for preservation of cultural heritage.

Course/ Paper Title	Principles of Management
Course offered as	Major
Course Code	RCUMSPOMMJ101
Semester	I
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Learning Objectives:
CLO1	To understand the functions and principles of management.
CLO2	To relate the concepts of management and its impact on business
CLO3	To understand the application of the principles of management in an organization.
CLO4	To identify the system and process of effective controlling in the organization.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain managerial functions and its application in organization.
CO2	Describe the planning and decision making process in the organization.
CO3	Explain the role of leadership, communication and motivation in management.
CO4	Explain staffing process and describe its elements.
CO5	Demonstrate the importance of coordination and control function in management.
CO6	Identify recent trends in management related to Green management

Detailed Syllabus

Module	Title with content	No. of lectures
I	Nature of Management Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.	(15)
II	Planning and Decision Making: Planning: Meaning, Importance, Elements, Process, Limitations and MBO. Decision Making: Meaning, Importance, Process, Techniques of Decision Making.	(15)
III	Organizing: Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations Departmentation: Meaning, Bases and Significance Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization Delegation: Authority & Responsibility relationship	(15)
IV	Directing, Staffing .Leadership, Co-ordination and Controlling: Directing: Meaning and Process Leadership: Meaning, Styles and Qualities of Good Leader Staffing: Meaning Element of Staffing: Recruitment, Selection. Co-ordination as an Essence of Management Controlling: Meaning, Process and Techniques Recent Trends: Green Management How Mangers will survive AI environment	(15)

(Two units for a two-credit course and four units for a four-credit course.

1 credit = 1 lecture hour/week

1 credit = 2 practical hours/week)

References:

1. Principles of Management, Ramasamy , Himalya Publication , Mumbai
2. Principles of Management, Tripathi Reddy, Tata Mc Grew Hill
3. Management Text & Cases, VSP Rao , Excel Books, Delhi
4. Management Concepts and OB, P S Rao & N V Shah, Ajab Pustakalaya
5. Essentials of Management, Koontz II & W, Mc. Grew Hill, New York
6. Principles of Management-Text and Cases –Dr. M.Sakthivel Murugan, New Age Publications

Royal College of Arts, Science and Commerce

(Autonomous)

I	Continuous Internal Assessment	
a	One class test (Short answers/Objectives/ Multiple Choice) - 5 marks concept testing - Attempt any 3 out of 4 Questions (5 marks each)	20 Marks
b	Project Presentation 10 marks for project presentation 10 marks Group discussion	20 Marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 Hours

External Question Paper Pattern – 60 Marks

Q. 1 Attempt any 2 out of 3 (15 Marks)

Q. 2 Attempt any 2 out of 3 (15 Marks)

Q. 3 Attempt any 2 out of 3 (15 Marks)

Q. 4 Case study (15 Marks)

Course/ Paper Title	Fundamentals of Accounting
Course offered as	Major
Course Code	RCUMSFAMJ101
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To provide students with a foundational understanding of accounting principles, concepts, and practices.
CLO2	To enable students in recording of financial transactions accurately using the double-entry accounting system.
CLO3	To compile financial statements such as the balance sheet and income statement.
CLO4	To demonstrate analysis of financial data.
CLO5	To discuss various methods of depreciation and its impact on financial statement.

Course Outcome

	On completing the course, the student will be able to:
CO1	Classify financial transactions effectively in journals, ensuring compliance with established accounting standards and principles.
CO2	Relate the transactions between journal and ledgers.
CO3	Compute depreciation using both the Straight Line and Reducing Balance methods, understanding its significance for asset management.
CO4	Summarize trial balance to verify the accuracy of recorded transactions, identifying any discrepancies for correction.
CO5	Compile final accounts for a sole proprietor, including the Trading Account, Profit and Loss Account, and Balance Sheet.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction	(15)
	Meaning and Scope of Accounting: Need and Development, Definition: Book Keeping and Accounting, Persons interested in Accounting, Branches of Accounting, Objectives of Accounting Accounting Principles: Introductions to Concepts and Conventions. Accounting transaction: Accounting cycle, journal, Journal proper, opening and closing entries, relationship between journal and ledger, rules regarding posting.	
	Depreciation Accounting : Practical Problem based on Depreciation using SLM and RBM Methods (where Provision for Depreciation Account not maintained)	
II	Trial Balance & Final Accounts	(15)
	Preparation of Trial Balance: Introduction and Preparation of Trial Balance Introduction to Final Accounts of a Sole Proprietor Trading Account, Profit and Loss Account and Balance Sheet	

References:

1. Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books
2. Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)
3. Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh- Taxman
4. Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi
5. Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi
6. Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai
7. Financial Accounting by Lesile Chandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi
8. Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai

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I	Continuous Internal Assessment	
a	One class test - 3 marks concept testing - Attempt any 1 out of 2 Questions (7 marks)	10 Marks
b	Assignment and Viva	10 Marks
	Total	20 marks
II	Semester End Examination	30 Marks
	Duration	1 Hour

External Question Paper Pattern – 30 Marks

Q. 1 Attempt any 2 out of 3 (15 Marks)

Q. 2 Attempt any 2 out of 3 (15 Marks)

Course/ Paper Title	Introduction to Marketing
Course offered as	Minor
Course Code	RCUMSITMMN101
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To introduce the marketing concept in order to enable students to identify, understand the tools to satisfy the needs of customers and markets.
CLO2	To introduce marketing strategies and to identify marketing mix.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain functional and application areas of marketing.
CO2	Explain marketing mix (4Ps of marketing) of a given product and extended 3Ps to a service.
CO3	Discuss strategies on product mix, pricing, distribution and promotion.
CO4	Apply segmentation, targeting and positioning strategies for a given market.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction to Marketing <ul style="list-style-type: none">- Definition, features, advantages and scope of marketing, The 4P's and 4C's of marketing, Marketing v/s Selling, Marketing as an activity and function.- Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges.- The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.- Macro environment: Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors, Legal Factors and Environmental Factors (PESTLE Analysis)	(15)
II	Marketing Mix <ul style="list-style-type: none">- Marketing mix: Meaning –elements of Marketing Mix.- Product-product mix, product line lifecycle- New product development- failure of new product, levels of product.- Branding –Packing and packaging- Pricing – objectives, factors influencing pricing policy and Pricing strategy.- Physical distribution – meaning, factor affecting channel selection, types of marketing channels- Promotion – meaning and significance of promotion and tools- Segmentation, Targeting and Positioning	(15)

References:

1. Kotler Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi

4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

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I	Continuous Internal Assessment	
a	One class test - 3 marks concept testing - Attempt any 2 out of 3 Questions (7 marks)	10 Marks
b	Project Presentation	10 Marks
	Total	20 marks
II	Semester End Examination	30 Marks
	Duration	1 Hour

External Question Paper Pattern – 30 Marks

Q. 1 Attempt any 2 out of 3 (15 Marks)

Q. 2 Attempt any 2 out of 3 (15 Marks)

Course/ Paper Title	Financial literacy
Course offered as	Open elective (OE)
Course Code	RCUMSFLOE101
Semester	I

No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO 1	To understand different aspects of financial literacy such as financial planning, savings, investment and taxation
CLO 2	To identify and appraise risk return characteristics of investment avenues in India and abroad
CLO 3	To understand the relationship of savings and investments
CLO 4	To understand the methodology and process of financial planning
CLO 5	To understand the non conventional investment products to accumulate wealth

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the process of Parking funds according to risk return profile of investment products
CO2	Discuss methodologies for saving funds along with personal and family financial planning
CO3	Apply tools and techniques for measuring returns and quantifying risk
CO4	Implement portfolio management to maximize investment returns

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction to savings and investments	(15)

	a) Introduction of savings and Investment and relationship b) Criteria for Investment c) Types of Investors d) Investment vs. Speculation vs. Gambling e) Investment Avenues (including Mutual funds and Insurance products) f) Factors Influencing Selection of Investment Alternatives g) Capital Market in India h) Market index and online trading i) Small cap, midcap and large cap stocks and penny stocks.	
II	Risk and returns of Investments	(15)
	a) Meaning and Types of Risk–Systematic and Unsystematic Risk b) Measurement of risk by standard deviation c) Reduction of risk d) Measurement of returns	

References:

1. Investment analysis by Rustagi RP (Sultan Chand publications)
2. Investment analysis by Prasanna Chandra (Mc Graw hill)
3. Direct tax law and practice by Vinod Singania (Taxman publications)
4. Private wealth management by G. Victor Hallman (McGraw-Hill Education)

Royal College of Arts, Science and Commerce (Autonomous)

I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration)	25 Marks

	<ul style="list-style-type: none"> - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each) 	
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Basics of Human Resource Management – I
Course offered as	Open Elective (OE)
Course Code	RCUMSHRMOE101
Semester	I

No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To explain the fundamental concepts, theories, and principles of Human Resource Management (HRM).
CLO2	To define the role of HRM within organizations and its strategic importance in achieving organization goals.
CLO3	To identify the contemporary challenges of the ever-dynamic people management ecosystem.

Course Outcome

	On completing the course, the student will be able to:
CO1	Describe the concept of Human Resource Management (HRM) and its significance in organizational success.
CO2	Analyze the evolution of HRM from personnel management to strategic HRM, and its implications for modern organizations.
CO3	Demonstrate the significance of Human Resource Planning and its consequent impact on Recruitment & Selection.
CO4	Identify various Recruitment & Selection practices adopted by the organizations.

Detailed Syllabus:

Module	Title with content	No. of lectures

I	<p>Nature and Scope of Human Resource Management</p> <ul style="list-style-type: none"> • Concept – meaning and definition • Evolution of HRM • Scope of HRM • Function and Objectives of HRM • Organization of an HR Department • Qualities of an HR/Personnel Manager <p>Introduction to the Terminologies used in HRM</p> <ul style="list-style-type: none"> • Job Analysis, Job Description, Job Evaluation, Job Rotation, Job Enrichment and Job Enlargement • Promotions, Transfers, Separations • Fringe Benefits – concept and types • Strategic HRM – concept and significance • Employee Attrition – concept and Reasons for Employee Attrition • Difference between on-roll and off-roll employees 	(15)
II	<p>Human Resource Planning</p> <ul style="list-style-type: none"> • Concept – meaning and definition • Importance of HRP • Factors affecting HRP • Human Resource Planning Process • Requisites for successful HRP • Barriers to HRP • HRIS & its significance <p>Recruitment & Selection</p> <ul style="list-style-type: none"> • Recruitment concept – meaning & definition • Importance of Recruitment & Selection • Factors governing recruitment • Process of Recruitment • Selection concept – meaning & definition • Process of Selection • Barriers to effective selection 	(15)

References:

1. Human Resource and Personnel Management by K. Aswathappa – McGraw Hill

2. Human Resource Management by Dipak Kumar Bhattacharyya – Excel Books
3. Human Resource Management by Gary Dessler – Prentice Hall
4. Fundamentals of Human Resource Management by Raymond A. Noe, Barry Gerhart, Patrick M. Wright, John R. Hollenbeck – McGraw Hill
5. Strategic Human Resource Management: An HR Professional's Toolkit by Karen Beaven – Kogan Page

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	INDUSTRIAL APPLICATION OF BUSINESS LAW
Course offered as	Vocational Skill Course (VSC)

Course Code	RCUMSBLVSC101
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To develop an understanding of the legal principles and framework of contracts, and case study analysis.
CLO2	To identify legally enforceable contracts.
CLO3	To understand the regulatory provisions of incorporation of a company.
CLO4	To equip students with communication skills in conveying legal concepts, principles, and arguments to diverse stakeholders.

Course Outcome

	On completing the course, the student will be able to:
CO1	Demonstrate skills for the drafting, interpretation of a contract
CO2	Examine whether an agreement is legally enforceable or not
CO3	Identify the rules of for termination of contract & the remedies thereunder.
CO4	Recall the legal terminologies of contract/ company law
CO5	Recall the rules relating to incorporation of a company in India

Detailed Syllabus:

Module	Title with content	No. of lectures
I	CONTRACT ACT, 1872	15
	<ul style="list-style-type: none">• Definitions under Contract Act – Proposal, Acceptance, Promise, Consideration, Free Consent• Essential elements of Contract; Agreement and Contract, Types of agreements• Breach of contract, Remedies for breach of Contract• Case study	
II	COMPANIES ACT, 2013	15
	<ul style="list-style-type: none">• Highlights of the new Act, Definitions under Companies Act – Books of Accounts, Financial Year, Foreign Company, Independent director, One Person Company, Promoter, Prospectus, Small Company• Meaning & Types of companies, Process of incorporation in India Sections 3 to 20, Requirements for a charitable organization, Nidhi Company• Meetings- Introduction, Doctrines under company law• Case study	

References:

1. Elements of mercantile law (2019) – N.D. Kapoor – Sultan Chand Publications
2. Law of Contract & Specific Relief (2020) by Dr. Avtar Singh – Eastern Book Company
3. Dr. Avtar Singh's Company Law – 17th Edition – Eastern Book Company
4. Bharat Companies Act With Rules 41st Edition 2024

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Assignment	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Effective Communication Skills – I
Course offered as	Ability Enhancement Course (AEC)
Course Code	RCUMSECSAEC101
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To provide students with an opportunity to speak and write professionally.
CLO2	To improve the delivery of written components of communication skills

Course Outcome

	On completing the course, the student will be able to:
CO1	Describe a foundational understanding of communication principles and theories.
CO2	Demonstrate proficiency in written communication, including grammar, punctuation, and sentence structure.
CO3	Demonstrate proficiency in drafting various types of personnel and business correspondence.
CO4	Utilize appropriate salutations, closing and formatting elements in business letters according to industry standards.
CO5	Illustrate communication style to suit different audiences and purposes in business communication.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Fundamentals of Communication <ul style="list-style-type: none">• Concept – meaning, definition, process.• Objectives of Communication• Importance of Corporate Communication.• Channels of Communication<ul style="list-style-type: none">✓ Formal Channels: Vertical, Horizontal Diagonal✓ Informal Channels: Grapevine• Modern Methods of Communication: web content, blog writing, video and teleconferencing.• Editing and Proofreading of documents and articles• Barriers to Communication: physical/environmental, language/semantic, socio-psychological, organizational, cross-cultural, and overcoming these barriers.	(15)
II	Written Communication <ul style="list-style-type: none">• Need and essentials of business correspondence and email etiquette.• Part and layouts of business letters.• Types of formal written communication:<ul style="list-style-type: none">✓ Personnel Correspondence<ul style="list-style-type: none">▪ Statement of Purpose (SOP)▪ Job Application Letter and Resume.Importance of LinkedIn as a professional platform▪ Letter of Acceptance of Job Offer▪ Letter of Resignation✓ Business Correspondence<ul style="list-style-type: none">▪ Inquiry Letters▪ Letters of Complaints/Claims/Adjustments▪ Sales Letters and Promotional Flyer▪ Consumer Grievance Letters▪ Letters under Right to Information (RTI) Act• Drafting Notice, Agenda and Resolution• Report Writing: Individual and Committee Reports	(15)

References:

1. Business Communication by Urmila Rai and S. M. Rai – Himalaya Publishing House
2. Business Correspondence & Report Writing by Krishna Mohan, R C Mohan, Virendra Singh Nirban– McGraw Hill
3. Fundamentals of Business Writing by Joseph Mancuso and Yvonne V. Chabrier –American Management Association (AMA)
4. Effective Business Communication by Kaul, Asha – PHI
5. Basic Business Communication: Skills for Empowering the Internet Generation by Lesikar, R/ Flatley, M. – McGraw Hill

Royal College of Arts, Science and Commerce
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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 4 out of 5 Questions (5 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Elements of Business Ethics
Course offered as	Value Enhancement Course (VEC)
Course Code	RCUMSEBEVEC101
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To introduce students about significance of ethics and ethical practices in businesses which are indispensable for progress of a country.
CLO2	To make the learners learn the applicability of ethics in functional areas like marketing, finance and human resource management.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain nature of ethics in terms of personal, professional and managerial.
CO2	Identify myths about business ethics in the practical workplace.
CO3	Summarize best ethical practices across functional areas like Marketing, Finance and Human Resource thereby avoiding white collar scams

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction to Ethics and Business Ethics <ul style="list-style-type: none">- Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition.- Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India.	(15)
II	Ethics in Marketing, Finance and HRM <ul style="list-style-type: none">- Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements.- Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organized Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992.- Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership. Case studies based on Ethics in Marketing, Finance and HRM.	(15)

References:

1. Laura P. Hartman, Joe DesJardins, Business Ethics, McGraw Hill, 2nd Edition
2. AC. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, an Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition

Royal College of Arts, Science and Commerce
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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Assignment	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Ancient Indian Management Thoughts and Practices
Course offered as	IKS
Course Code	RCUMSIMTPIKS
Semester	101
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To introduce students to Indian ethos that revolve around spiritual, moral, and societal values.
CLO2	To help students in understanding that Indian ethos also emphasizes the interconnectedness of all beings and the importance of leading a balanced and holistic life.
CLO3	To provide a comprehensive understanding of the rich and diverse cultural heritage of India, spanning various periods and influences.

Course Outcome

	On completing the course, the student will be able to:
CO1	Relate and integrate diverse cultural practices, languages, and traditions across India.
CO2	Define India's cultural heritage and ethos with the world, fostering mutual respect and understanding among different cultures.
CO3	Explain tangible and intangible cultural assets, including monuments, artifacts, languages, rituals, and oral traditions, for future generations.
CO4	Discuss the source of inspiration for contemporary artistic, literary, and cultural expressions, enriching India's creative landscape.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction to Indian Ethos <ul style="list-style-type: none">- Concept, relevance and methodology- Indian Ethos for Management and its basic Principles- Transmission of knowledge - oral, guru-shishya Parampara, ancient centers of higher education, experiential learning (Bhakti and Sufi movement- Contribution of women scholars in early India.	15
II	Introduction to Indian Cultural Heritage <ul style="list-style-type: none">- Diversity, history, and significance.- Indus Valley Civilization: Origins, cities, and cultural aspects.- Classical Indian Art Forms: Architecture, sculpture, painting, and music.- Modern Indian Culture: Independence movement, literature, cinema, and contemporary expressions.- Cultural Heritage Conservation: Challenges and initiatives.	15

References:

1. Ethics, Indian Ethos and Management, S. Balachandran and others, Shroff Publishers and Distributors Pvt. Ltd.
2. "The Cultural Heritage of India" by Kapila Vatsyayan, published by Oxford University Press.
3. "Indian Art and Culture" by Nitin Singhanian, published by McGraw-Hill Education."History of Indian Art" by Vidya Dehejia, published by Phaidon Press.

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Assignment	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Dynamics of Effective Leadership
Course offered as	Skill Enhancement Course (SEC)

Course Code	RCUMSDELSEC101
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To enable students to understand the principles, practices, and dynamics of effective leadership.
CLO2	To make them learn through theoretical frameworks, case studies, discussions, and practical exercises.
CLO3	To develop an understanding of key leadership concepts and enhance their leadership skills.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the foundational theories and models of leadership.
CO2	Identify the dynamics of effective leadership in various contexts.
CO3	Interpret the role of emotional intelligence and self-awareness in effective leadership.
CO4	Relate leadership principles to real-world scenarios and case studies.

Detailed Syllabus:

Module	Title with content	No. of
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		lectures
I	Introduction to Leadership <ul style="list-style-type: none"> - Meaning, Definition, Historical perspectives on leadership - Introduction to Indian Leaders - Types of Leadership styles - Qualities of an organizational Leader - Various theories of Leadership - Ethical leadership - Case study based on 'Chanakya Niti' 	(15)
II	Leadership Development <ul style="list-style-type: none"> - Decision Making and Problem Solving - Decision-making processes, Problem-solving techniques, Risk management and decision analysis - - Emotional Intelligence and Self-awareness- Understanding emotional intelligence (EI), Assessing and developing EI - Leading Change- Change management principles, Implementing successful change initiatives - Case Studies and Applications- Analysing real-world leadership challenges, Applying leadership principles to case studies, Reflection and synthesis of course concepts 	(15)

References:

1. Nehemiah and the dynamics of effective leadership Rev. ed.by Cyril J. Barber
2. "Leadership: Theory and Practice" by Peter G. Northouse
3. "Good to Great: Why Some Companies Make the Leap and Others Don't" by Jim Collins: Analyses what sets great companies and their leaders apart from the rest, based on extensive research.

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Assignment	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Board of studies in B. Com (Management Studies)

	Category	Name and Designation	Affiliation
1.	B.O.S. member appointed by the Vice Chancellor	Prof. (CA) Girish Mahaddalkar	Shailendra College
2.	Chairperson	CA Kamal Rohra	

	(Head of Department)	(Coordinator & Asst. Professor)	
3.	Full time teachers of the Department	Ms. Aisha Khan (Asst. Professor) Ms. Pooja Fernandes (Asst. Professor) Ms. Aasiya Wani (Asst. Professor) Ms. Deepika Sabni (Asst. Professor) Ms. Amna Modak (Asst. Professor)	Royal College of Arts Science and Commerce (Autonomous)
4.	Two subject experts from outside the Parent University nominated by the Academic Council.	Mr. Swapnil Shenvi Asst. Professor Ms. Tanvi Khandhar Asst. Professor	NMIMS's Kirti P. Mehta School of Law and M.L. Dahanukar College of Commerce H.R. College
5.	Principal Nominee	Dr. Mazhar Thakur	Maharashtra College
6.	One representative from industry/corporate sector/allied area relating to placement.	Mr. Qureshi Mohammad Amir Admin Executive	T & M Services Consulting Pvt. Ltd.
7.	One postgraduate meritorious alumnus nominated by the Principal. (Please give three to four names of your alumnus)	Ms. Sonia Bangera Nair Talent Acquisition Lead	Black & Veatch



Royal College of Arts Science and Commerce (Autonomous)

Affiliated to University of Mumbai

Program: B. Com (Management Studies)

Course: F.Y.B. Com (Management Studies)

Syllabus for Semester: II

Syllabus for Undergraduate Programme as per
National Education Policy (NEP-2020) with effect from the
academic year 2024-2025

NEP Credit Structure for BMS

Level	Sem	Major		Minor	OE	VSC	SEC	AEC	IKS	VEC	OJT/FP /RP/CC /CEP	Cumulative Credits	
		Mandatory	Elective										
S4.5	I	4 + 2	-	2	2 + 2	2	2	2	2	2	-	22	UG Certificate Cumulative Credit:44
	II	4 + 2	-	2	2 + 2	2	2	2	-	2	2 (CC)	22	
Exit Option: Award of UG Certificate in Major with 40 -44 Credits and an Additional 4 Credits Core NSQF Course / Internship OR Continue with Major and Minor													
5	III	4 + 4	-	2 + 2 (F) Or 2 + 2 (M)	2	2	-	2	-	-	2 (CC) + 2 (CEP)	22	UG Diploma Cumulative Credit:88
	IV	4 + 4	-	2 + 2 (F) Or 2 + 2 (M)	2	2	2	2	-	-	2 (CC)	22	
Exit Option: Award of UG Diploma in Major and Minor with 80-88 Credits and an Additional 4 Credits Core NSQF Course / Internship OR Continue with Major and Minor													
5.5	V	4 + 4 + 2 (IKS)	4 (F) Or 4 (M)	2 + 2 (F) Or 2 + 2 (M)	-	2	-	-	-	-	2 (FP)	22	UG Degree Cumulative Credit:132
	VI	4 + 4 + 2	4 (F) Or 4 (M)	2 + 2 (F) Or 2 + 2 (M)	-	-	-	-	-	-	4 (OJT)	22	
	Total	44 + 4	8	20	12	10	6	8	2	4	14	132	

F.Y.B. Com (Management Studies)		
Course	Semester II	Credits
Major	Foundation of Human Skill	4
	Business Economics	2
Minor	Introduction to Finance	2
OE	Indian Financial Systems	2
	Basics of HRM – II	2
VSC	Cyber Law & IPR	2
AEC	Effective Communication Skill - II	2
VEC	Corporate Social Responsibility	2
IKS	Ancient Indian Management Thoughts and Practices	2
SEC	Sustainable Business Practices	2
CC		
Total Credits		22

Course/ Paper Title	Foundation of Human Skills
Course offered as	Major
Course Code	RCUMSFHSMJ101
Semester	II
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Learning Objectives:
CLO1	To learn Human skills that are necessary for building successful relationships, teams, and organizations.
CLO2	To Study human nature that deals with personality, attitudes, intelligence, thinking, abilities, values, learning and perception.
CLO3	To discuss ethical issues in human interactions and organizational behaviour.

Course Outcome

	On completing the course, the student will be able to:
CO1	Analyze the influence of environment and heredity on human behaviour.
CO2	Identify the determinants of a personality and the factors affecting it.
CO3	Apply 'Johari Window' model on self and others through project work.
CO5	Analyze a case study situation by applying the concept of 'six thinking hats'.
CO6	Describe various conflict resolution strategies and its impact on an organization.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	<p>Understanding of Human Nature</p> <ul style="list-style-type: none"> - Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment - Personality and attitude: Determinants of personality, Personality traits theory, Big five model, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions - Thinking, learning and perceptions: Thinking skills, thinking styles and thinking hat, Managerial skills and development, learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attributional). 	(15)
II	<p>Introduction to Group Behaviour</p> <ul style="list-style-type: none"> - Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures). Team effectiveness: nature, types of teams, ways of forming an effective team. Setting goals. - Organizational processes and system- Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games. Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes. 	(15)

III	Organizational Culture and Motivation at workplace <ul style="list-style-type: none"> - Characteristics of organizational culture. Types, functions and barriers of organizational culture, Ways of creating and maintaining effective organization culture. - Concept of motivation, Theories of motivation in an organizational set up. A. Maslow Need Hierarchy, Herzberg Dual Factor, McGregor theory X and theory Y. Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace 	(15)
IV	Organizational Change, Creativity and Development and Work Stress <ul style="list-style-type: none"> - Organizational change and creativity: Concepts of organizational change, Factors leading/influencing organizational change, Kurt Lewins model of organizational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving. - Organizational Development and work stress: Need for organizational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress 	(15)

(Two units for a two-credit course and four units for a four-credit course.

1 credit = 1 lecture hour/week

1 credit = 2 practical hours/week)

References:

1. Organizational behaviour, S.Robbins, Prentice Hall
2. Organizational behaviour, K.Asathappa, Himalaya Publishing House

3. Organizational behaviour, John W.Newstrom and Keith Davis, Tata McGrawhill
4. Essentials of management, Koontz,Harold, Tata McGrawhill

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I	Continuous Internal Assessment	40 Marks
a	One class test – 30 Minutes duration Objectives: 5 marks Concept Testing: 5 marks Answer any 2 out of 3: 10 marks	20 Marks
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
	Total	40 marks
II	Semester End Examination – 2 Hours Duration	60 Marks
	1. Q. 1 Attempt any 2 out of 3 (15 Marks) 2. Q. 2 Attempt any 2 out of 3 (15 Marks) 3. Q. 3 Attempt any 2 out of 3 (15 Marks) 4. Q. 4 Case study (15 Marks)	
	TOTAL (I +II)	100

Course/ Paper Title	Business Economics
Course offered as	Major

Course Code	RCUMSBEMJ201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To explain the meaning of business economics, its key tools and functional relationships between different economic variables
CLO2	To make students aware about various concepts, computation and used in business economics
CLO3	To make the students aware about various pricing strategies used conventionally and in modern times
CLO4	To explain the meaning , types and nature of profit earned under different market structures
CLO5	To explain the concept of demand forecasting (meaning & method) and relevance of price elasticity

Course Outcome

	On completing the course, the student will be able to:
CO1	Understand and access the working and impact of micro variables on make on the economy
CO2	Interpret the change in demand & analyze its impact on the consumer/price
CO3	Understand the importance of demand forecasting and critically evaluate different methods of demand forecasting
CO4	Recognize the role of pricing and its strategies in survival of firm.

Detailed Syllabus

Module	Title with content	No. of
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		lectures
I	Introduction to Business Economics <ul style="list-style-type: none"> • Concept – meaning, definition & scope • Important tools of Business Economics - Opportunity Cost principle- Incremental and Marginal Concepts • Basic economic relations - functional relations & Equation: <ul style="list-style-type: none"> ○ Linear function & Power function • Total, Average and Marginal relations- use of Marginal analysis in decision making, • Basics of market demand, market supply and equilibrium price Pricing <ul style="list-style-type: none"> • Importance of pricing • Different pricing methods - cost plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing and real life pricing practices 	(15)
II	Market Structures & Demand Analysis <ul style="list-style-type: none"> • Meaning & Types of different market structures • Nature of demand curve under different markets • Elasticity of Demand: Meaning, significance, types (Price, income cross and promotional) • Measurement of elasticity of demand Demand Forecasting <ul style="list-style-type: none"> • Demand estimation and forecasting: Meaning and significance - methods of demand estimation: survey and statistical methods (numerical illustrations moving average and weighted average) 	(15)

References:

1. N. Gregory Mankiw : Business Economics (2013)
2. Hirchey .M., Managerial Economics, Thomson South western (2003)
3. Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
4. H. L. Bhatia : Micro Economic Theory; Modern Publisher, Gulab Bhawan, 6, Bahadurshah Zafar Marg, New Delhi.

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I	Continuous Internal Assessment	40 Marks
a	One class test – 30 Minutes duration Objectives: 5 marks Concept Testing: 5 marks Answer any 2 out of 3: 10 marks	20 Marks
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
	Total	40 marks
II	Semester End Examination – 2 Hours Duration	60 Marks
	1. Q. 1 Attempt any 2 out of 3 (15 Marks) 2. Q. 2 Attempt any 2 out of 3 (15 Marks) 3. Q. 3 Attempt any 2 out of 3 (15 Marks) 4. Q. 4 Case study (15 Marks)	
	TOTAL (I +II)	100

Course/ Paper Title	Introduction to finance
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Course offered as	Minor
Course Code	RCUMSIFMN201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To equip the students to demonstrate an understanding of the foundational principles of finance by exploring the financial environment and key finance concepts.
CLO2	To analyze the process of moving savings into investments, including the securities in money markets.
CLO3	To examine the role and structure of banks and other financial institutions, including the role of financial institutions in economic activities.
CLO4	To understand the concepts of interest rates and time value of money to assess market interest rates.

Course Outcome

	On completing the course, the student will be able to:
CO1	Recall the key principles of finance and how they apply to financial markets, institutions, and decision-making processes.
CO2	Analyze the role of the monetary system in transferring savings to investments, and the function and importance of money in the economy.
CO3	Evaluate the structure and functions of banks and other financial institutions, and their impact on the financial system and overall economy.
CO4	Assess the factors affecting savings and investments.
CO5	Apply the concepts of time value of money and interest rates to solve financial problems

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Part 1 Institutions and Markets	(15)
	<p>1 The Financial Environment</p> <p>[what is finance, six principles of finance, overview of financial system, financial market characteristic and types, career in finance]</p> <p>2 Money and the Monetary System</p> <p>[process of moving saving into investment, overview of monetary system, importance and functions of money, money market securities]</p> <p>3 Banks and Other Financial Institutions</p> <p>[types and role of financial institutions, overview of the banking system, structure of banks, the bank balance sheet, bank management]</p>	
II	Part 2 Investments	(15)
	<p>4 Savings and Investment Process</p> <p>[Gross domestic product and capital formation, federal government receipts and expenditure, role and major sources of saving, factors affecting savings]</p> <p>5 Interest Rates</p> <p>[Supply and demand of loanable funds, components of market interest rates, term or maturity interest structure of interest rates, inflation premiums and price movement, default risk premium]</p> <p>6 Time Value of Money</p> <p>[Basic time value concepts, compounding to determine future values, discounting to determine present values]</p>	

References:

1. Introduction to finance
Market, investments, and financial management.
Ronaldo W. Melicher , Edgar A. Norton
2. Financial management – The ICFAI University
3. Management accounting, theory and practice—M. P. Pandikumar—Excel Books

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30 marks semester end exam of 1 hour duration

10 marks class test (15 minutes duration)

Concept testing (3 marks)

Attempt any 1 out of 2 Questions (7 marks)

10 marks project work (decided by Dept.)

(Includes presentations, Case studies or Group Discussion).

Course/ Paper Title	Indian Financial System
Course offered as	Open Electives (OE)
Course Code	RCUMSIFSOE201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO 1	To provide students with basic concepts of Financial system, its markets and various services provided in the Finance sector
CLO2	To provide students with the knowledge of various components and instruments traded in the financial markets
CLO 3	To familiarize the students with different types of financial services

Course Outcome

	On completing the course, the student will be able to:
CO1	Broadly understand the functioning of Indian Financial System
CO2	Differentiate between a bank and Non-Banking Financial Companies
CO3	Summarize the concept of money market and capital market in India
CO4	Infer the functioning of different types of financial services

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction to Indian Financial System <ul style="list-style-type: none">• Concept of Financial System; Formal and informal financial systems, Functions of financial system, Nature and Role of financial institutions and financial markets,• Financial system and the economy• Non-Banking Financial Companies (NBFCs) – Meaning & difference between bank and NBFC	(15)
II	Components of Indian Financial market <ul style="list-style-type: none">• Money market: Meaning & Instruments• Capital Markets: Concept & Functions of Capital Market, Role of SEBI, Primary market & Secondary Market• Types of financial services –<ul style="list-style-type: none">○ Leasing – Meaning & Types○ Factoring – Meaning, Process & Types○ Derivatives – Meaning & Types	(15)

References:

1. M. Y. Khan - Indian Financial System, Tata McGraw Hill
2. L.M. Bhole - Financial institutions & markets, Tata McGraw Hill.
3. P.N. Varshney & D.K., Mittal - India Financial Systems, Sultan Chand & Sons.
4. Shashi K. Gupta, Nisha Aggarwal, Neeti Gupta - Indian Financial System, Kalyani Publishers.

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 4 out of 5 Questions (5 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Basics of Human Resource Management – II
Course offered as	Open elective (OE)
Course Code	RCUMSHRMOE201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To explain the fundamental concepts, theories, and principles of Human Resource Management (HRM).
CLO2	To define the role of HRM within organizations and its strategic importance in achieving organization goals.
CLO3	To identify the contemporary challenges of the ever-dynamic people management ecosystem.

Course Outcome

	On completing the course, the student will be able to:
CO1	Identify the importance of training & Development in enhancing employee skills, knowledge and performance.
CO2	Explain the purpose and significance of performance appraisal in managing employee performance.
CO3	Describe the factors affecting Human Resource Management in an organization
CO4	Discuss the significance of workforce diversity, quality and inclusion at workplace.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Training & Development <ul style="list-style-type: none">• Concept – meaning & definition• Nature of Training & Development• Importance of Training & Development• Process of Training• Methods of Training: On-the-job and off-the-job Performance Appraisal <ul style="list-style-type: none">• Concept – meaning & definition• Objectives of Performance Appraisal• Process of Performance Appraisal• Methods of Performance Appraisal• Challenges of Performance Appraisal	(15)
II	Environment of Human Resource Management <ul style="list-style-type: none">• Factors impacting HRM: Internal and External• Employee Participation in Management – meaning and significance• Employee Engagement – meaning and need• Embracing Equality, Diversity and Inclusion at Workplace• Work-life Balance – meaning and importance	(15)

References:

1. Human Resource and Personnel Management by K. Aswathappa – McGraw Hill
2. Human Resource Management by Dipak Kumar Bhattacharyya – Excel Books
3. Human Resource Management by Gary Dessler – Prentice Hall
4. Fundamentals of Human Resource Management by Raymond A. Noe, Barry Gerhart, Patrick M. Wright, John R. Hollenbeck – McGraw Hill
5. Strategic Human Resource Management: An HR Professional's Toolkit by Karen Beaven – Kogan Page

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	CYBER LAW & INTELLECTUAL PROPERTY RIGHTS
Course offered as	Vocational Skill Course (VSC)
Course Code	RCUGMSCIPRLVSC201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr. No.	Course Learning Objectives:
CLO1	To help the students with a foundational understanding of the legal principles, regulations, and statutes that govern cyberspace, including its basic technological jargons.
CLO2	To familiarize the students about laws and regulations related to data protection and privacy in India, including compliance requirements
CLO3	To familiarize the students about intellectual property rights, including patents, trademarks, copyrights, and trade secrets, and acquire strategies for protecting intellectual property assets in a business context.
CLO4	To demonstrate legal reasoning skills in students through the analysis of case studies, statutes, and legal precedents.

Course Outcome

	On completing the course, the student will be able to:
CO1	Demonstrate skills for the drafting, interpretation and analysis of data and recall the protection & privacy rules
CO2	Explain the ethical implications and policy decisions in the area of cyber security & IPR
CO3	Interpret the rules for seeking damages for infringement of an IPR
CO4	Recall the legal terminologies & framework in area of IPR and Cyber Law

Detailed Syllabus:

Module	Title with content	No. of lectures
I	INFORMATION TECHNOLOGY ACT, 2000	15
	<ul style="list-style-type: none">• Background and scope of the Act, Definitions & terminologies used under the IT Act 2000, Features, IT risks & types, Electronic records & digital signatures• GDPR, CCPA, Ethical issues in information technology• Offences & penalties• Case study	
II	INTELLECTUAL PROPERTY RIGHTS	15
	<ul style="list-style-type: none">• IPR definition/ objectives, meaning of patents, trademarks, copy rights, geographical indications• Procedure and pre-requisites to apply for protection of intellectual property• Infringement of IPR, Offences & penalties• Case study	

References:

1. Cyber Law - Law Of Information Technology And Internet (Anirudh Rastogi) 1st Edn Rp 2022
2. Understanding Laws Cyber Laws And Cyber Crimes – Lexis Nexis 1st Edition 2014
3. Thomson Reuter's Law of Intellectual Property [IPR] by V J Taraporevala 3rd Edition 2019

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 2 out of 3 Questions (10 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Assignment	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Effective Communication Skills – II
Course offered as	Ability Enhancement Course (AEC)
Course Code	RCUMSECSAEC201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives
CLO1	To provide students with an opportunity to speak and write professionally.
CLO2	To improve the delivery of written components of communication skills

Course Outcome

	On completing the course, the student will be able to:
CO1	Describe oral communication and non-verbal communication cues.
CO2	Deliver effective oral business presentations using PowerPoint.
CO3	Demonstrate proficiency in facing group discussions and interviews.
CO4	Illustrate communication style to suit different audiences and purposes in business communication.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Oral Communication <ul style="list-style-type: none"> • Concept – meaning, definition • Significance of oral communication • Understanding the audience in oral communication • Types of oral communication <ul style="list-style-type: none"> ✓ Meetings ✓ Group Discussions ✓ Interviews ✓ Presentations • Use of paralanguage – voice, volume, tone, pitch, speed, pause, accent and stress. 	(15)
II	Non-Verbal Communication and Business Etiquette <ul style="list-style-type: none"> • Concept – meaning, definition • Types of Non-Verbal Communication: Body language – postures, gestures, facial expressions, eye contact, space & proxemics, dress & grooming, silence, sign & symbols. • Business Etiquette – phone etiquette, handshake etiquette, cubical etiquette, office etiquette, business meal etiquette, business card etiquette. • Dressing and Grooming Etiquette • LinkedIn – As a tool for professional network • Listening Skills – meaning, process of listening, barriers, to listening, tips for enhancing effective listening skills. 	(15)

References:

1. Business Communication by Urmila Rai and S. M. Rai – Himalaya Publishing House
2. Business Correspondence & Report Writing By Krishna Mohan, R C Mohan, Virendra Singh Nirban– McGraw Hill
3. Fundamentals of Business Writing by Joseph Mancuso and Yvonne V. Chabrier – American Management Association (AMA)
4. Effective Business Communication by Kaul, Asha – PHI
5. Basic Business Communication: Skills for Empowering the Internet Generation by Lesikar, R/ Flatley, M. – McGraw Hill

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) - 5 Concept Testing Questions - Attempt all five (5 marks) - Attempt any 4 out of 5 Questions (5 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Group Discussion	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Corporate Social responsibility
Course offered as	Value Enhancement Course (VEC)
Course Code	RCUMSCSRVEC201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO 1	To understand the emerging need and growing importance of CSR by business organization.
CLO 2	To examine the scope and complexity of CSR.
CLO 3	To Demonstrate a multi stakeholder perspective in viewing CSR activities.
CLO 4	To examine the vision and mission of corporate for society at large.
CLO5	To recognize the impact of CSR on Corporate culture.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain Corporate social responsibility towards society
CO2	Discuss the role of corporate for a better future of the nation
CO3	Explain the rules related to CSR in organization
CO5	Demonstrate various CSR activities for the betterment of the society with a triple bottom line approach (people, planet, profit).

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction <ul style="list-style-type: none">• Meaning of CSR, Evolution of CSR, Types of Social Responsibility Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract• Need for CSR• CSR Principles and Strategies• Issues in CSR	(15)
II	<ul style="list-style-type: none">• Social Accounting• Tata Group's CSR Rating Framework• Sachar Committee Report on CSR• Ethical Issues in International Business Practices• Recent Guidelines in CSR• Society's Changing Expectations of Business with Respect to globalization.• Future of CSR	(15)

References:

1. Management Theory and Practice, C.B. Gupta, Sultanchand & Sons
2. The world guide to CSR – Wayne Visser and Nick Tolhurst
3. Corporate Social Responsibility in India – Sanjay K Agrawal
4. Handbook on CSR in India,CII
5. Handbook of Corporate Sustainability: Framework,Strategies and Tools – M.A. Muhammaed Abu B.Siddique
6. Corporate Social Responsibility: Concepts and Cases:The Indian – C.C.Bai,Ajit Prasad

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I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) <ul style="list-style-type: none">- 5 Concept Testing Questions - Attempt all five (5 marks)- Attempt any 4 out of 5 Questions (5 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Group Discussion or Assignment	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Course/ Paper Title	Sustainable Business Practices
Course offered as	Skill Enhancement Course (SEC)
Course Code	RCUMSSBPSEC201
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO1	To understand Sustainability management and its dimensions.
CLO 2	To equip the students with the conceptual clarity regarding sustainability practices undertaken by organizations and its relation to the costs.
CLO 3	To enable students to understand the significance of sustainability and CSR reporting (disclosures).
CLO 4	To provide students with an understanding of global significance of sustainability management and means of doing it through case studies.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the complexity of sustainability, and understand the jargons of sustainability.
CO2	Identify the possible strategies for attaining sustainability.
CO3	Discuss about the challenges to achieve sustainable development and suggest the innovative solutions to challenges.
CO4	Elaborate the possible solutions for dealing with dynamic changes and finding the opportunities for the business.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Overview of Sustainability Meaning of sustainability, History of global sustainability, Importance for business, the factor that induced the concept of sustainability, the environment and sustainability Ethical issues in sustainable development.	(15)
II	Triple bottom line approach – people, planet and profit Meaning and need for sustainability management. Sustainability development goals UN Global compact Advantages and challenges to sustainability management Review of contemporary examples of known corporate companies. Innovative Business Models: Waste management projects for profits Circular economy business model	(15)

References:

- 1.Environment Management , N.K. Uberoi , Excel Books, Delhi
2. Environmental Management - Text & Cases, Bala Krishnamoorthy, Prentice Hall of India
3. Environmental Management- National and global Perspectives, Swapan C. Deb , JAICO
- 4.Environmental Priorities in India ,Khoshoo , Environmental Society (N.Delhi)
- 5.Business Interest and Environmental Crisis, edited by Kanchi Kohli and Manju Menon, Sage publication
6. Climate change, sustainability and the world, Ankur Chabra
7. Sustainability-Essentials for Business, Scott Young, Kathy Dhanda,Sage Publication

Royal College of Arts, Science and Commerce
(Autonomous)

I	Continuous Internal Assessment	
a	One internal class test – 25 Marks (45 Minutes Duration) <ul style="list-style-type: none">- 5 Concept Testing Questions - Attempt all five (5 marks)- Attempt any 4 out of 5 Questions (5 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Group Discussion or Assignment	10 Marks
d	Class Participation	05 Marks
	Total	50 marks

Board of studies in B. Com (Management Studies)

	Category	Name and Designation	Affiliation
1.	B.O.S. member appointed by the Vice Chancellor	Prof. (CA) Girish Mahaddalkar	Shailendra College
2.	Chairperson (Head of Department)	CA Kamal Rohra (Coordinator & Asst. Professor)	Royal College of Arts Science and Commerce (Autonomous)
3.	Full time teachers of the Department	Ms. Aisha Khan (Asst. Professor)	
		Ms. Pooja Fernandes (Asst. Professor)	
		Ms. Aasiya Wani (Asst. Professor)	
		Ms. Deepika Sabni (Asst. Professor)	
		Ms. Amna Modak (Asst. Professor)	
4.	Two subject experts from outside the Parent University nominated by the Academic Council.	Mr. Swapnil Shenvi Asst. Professor	NMIMS's Kirti P. Mehta School of Law and M.L. Dahanukar College of Commerce
		Ms. Tanvi Khandhar Asst. Professor	H.R. College
5.	Principal Nominee	Dr. Mazhar Thakur	Maharashtra College
6.	One representative from industry/corporate sector/allied area relating to placement.	Mr. Qureshi Mohammad Amir Admin Executive	T & M Services Consulting Pvt. Ltd.
7.	One postgraduate meritorious alumnus nominated by the Principal. (Please give three to four names of your alumnus)	Ms. Sonia Bangera Nair Talent Acquisition Lead	Black & Veatch