



*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										
4.5	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 (FP)	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	
<b>Total</b>		<b>44 + 4</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>2</b>	<b>4</b>	<b>14</b>	<b>132</b>	

F.Y.B. Com (Management Studies)		
Courses	Semester – I	Credits
<b>Major</b>	Principles of Management	4
	Fundamentals of Accounting	2
<b>Minor</b>	Introduction to Marketing	2
<b>OE</b>	Financial Literacy	2
	Basics of HRM - I	2
<b>VSC</b>	Industrial Application of Business Law	2
<b>AEC</b>	Effective Communication Skills - I	2
<b>VEC</b>	Elements of Business Ethics	2
<b>IKS</b>	Ancient Indian Management Thoughts and Practices	2
<b>SEC</b>	Dynamics of Effective Leadership	2
<b>CC</b>		
<b>Total Credits</b>		<b>22</b>

### Programme Outcomes (POs) for B. Com (Management Studies)

Sr. No.	On completing BMS, the student will be able to:
PO1	Understand fundamental principles and theories in management as well as demonstrate understanding of key terminologies and concepts in management studies.
PO2	Interpret case studies and real-world scenarios to identify management challenges and propose appropriate solutions.
PO3	Develop and implement strategic plans for simulated or real businesses, considering various internal and external factors based on data-driven insights.
PO4	Critically assess the ethical implications of management decisions and propose ethically responsible alternatives.
PO5	Identify, analyze, and solve complex management problems using quantitative and qualitative methods, demonstrating creativity and critical thinking.
PO6	Collaborate effectively in teams to address real-world business challenges, integrating diverse perspectives and expertise.
PO7	Make informed decisions under uncertainty by synthesizing information, assessing risks, and considering ethical, social, and environmental factors as well as by applying relevant theories and frameworks.
PO8	Demonstrate effective leadership skills by motivating and inspiring individuals and teams to achieve organizational goals.
PO9	Exhibit self-awareness, emotional intelligence, and ethical integrity in the leadership practices, fostering a culture of trust and accountability.
PO10	Enhance interpersonal skills, and be able to communicate complex ideas and information effectively through oral presentations as well as engage in active listening and constructive feedback.
PO11	Enable understanding of financial analysis techniques and cost accounting principles.
PO12	Possess a comprehensive understanding of various areas of Indian law, and to develop analytical and critical thinking skills to identify legal issues.

### Programme Specific Outcomes (PSOs) for Marketing Elective

Sr. No.	On completing BMS, the student will be able to:
PSO1	Conduct thorough market research and analysis to identify consumer needs, preferences, and trends.
PSO2	Develop capabilities to formulate effective marketing strategies tailored to specific target markets and business objectives.
PSO3	Possess the skills to develop and implement comprehensive marketing plans, including product positioning, pricing strategies, distribution channels, and promotional activities.
PSO4	Demonstrate an understanding of consumer behavior theories and be able to apply this knowledge to create marketing campaigns that resonate with target audiences.
PSO5	Be proficient in utilizing digital marketing tools and platforms for online advertising, social media marketing, content creation, and analytics.
PSO6	Be able to articulate marketing strategies, pitch ideas, and engage with stakeholders convincingly.
PSO7	Conduct marketing activities by upholding ethical values, integrity and respect for society.
PSO8	Develop the ability to critically evaluate marketing data, assess campaign performance, and make data-driven decisions.
PSO9	Be capable of generating innovative ideas to differentiate products or services in competitive markets.
PSO10	Be effective team players, capable of collaborating with colleagues from diverse backgrounds to achieve common marketing objectives.

### Programme Specific Outcomes (PSOs) for Finance Elective

Sr. No.	On completing BMS, the student will be able to:
PSO1	Develop an understanding of financial management principles and its importance in running a business.
PSO2	Use financial decision modelling and apply techniques of capital budgeting through application of theories of financial management.
PSO3	Analyze the structure and components of financial markets.
PSO4	Understand the criticality of balancing the capital structure of the company and the time value of money.
PSO5	Understand influence of taxation & corporate Laws and regulatory compliances applicable to business entities.
PSO6	Demonstrate understanding of how primary & secondary markets operate and their role in the development of our economy.
PSO7	Hedge financial risk through derivatives in commodity and stock markets.
PSO8	Apply management accounting fundamentals and introduce range of management accounting tools, including job and process costing, variance analysis, activity-based costing and the balanced scorecard, as well as relevant behavioral responses.
PSO9	Bring into practice various Management accounting tools for pricing, budgetary control, cost allocation and performance evaluation as well as new developments in management accounting knowledge and techniques and how to assess these through cost benefit analysis.
PSO10	Learn to measure Risk and returns and portfolio management through fundamental and technical analysis order to facilitate wealth management.

Course/ Paper Title	Principles of Management
Course offered as	Major
Course Code	RUMSMJ101
Semester	I
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Objectives:
1	To study the functions and principles of management.
2	To study concepts of management and its impact on business
3	To learn the application of the principles of management in an organization.
4	To study the system and process of effective controlling in the organization.

### Course Outcome

	On completing the course, the student will be able to:
CO1	To have clear understanding of managerial functions like planning, and have same basic knowledge on its application
CO2	To understand the planning process in the organization.
CO3	To demonstrate the ability to direct, lead and communicate effectively.
CO4	Discuss recent trends in management related to Green management

## Detailed Syllabus

Module	Title with content	No. of lectures
I	<p><b>Nature of Management</b></p> <p>Management: Concept, Significance, Role &amp; Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid.</p> <p>Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.</p>	(15)
II	<p><b>Planning and Decision Making:</b></p> <p>Planning: Meaning, Importance, Elements, Process, Limitations and MBO.</p> <p>Decision Making: Meaning, Importance, Process, Techniques of Decision Making.</p>	(15)
III	<p><b>Organizing:</b></p> <p>Organizing: Concepts, Structure (Formal &amp; Informal, Line &amp; Staff and Matrix), Meaning, Advantages and Limitations</p> <p>Departmentation: Meaning, Bases and Significance</p> <p>Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization</p> <p>Delegation: Authority &amp; Responsibility relationship</p>	(15)
IV	<p><b>Directing, Staffing .Leadership, Co-ordination and Controlling:</b></p> <p>Directing: Meaning and Process</p>	(15)

	<p>Leadership: Meaning, Styles and Qualities of Good Leader</p> <p>Staffing: Meaning Element of Staffing: Recruitment, Selection.</p> <p>Co-ordination as an Essence of Management</p> <p>Controlling: Meaning, Process and Techniques</p> <p>Recent Trends: Green Management</p>	
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(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

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Theory Examination Pattern for Major

<b>I</b>	<b>Continuous Internal Assessment</b>	
a	One class test (Short answers/Objectives/ Multiple Choice) - 5 marks concept testing (1 mark each) - Attempt any 3 out of 4 Questions (5 marks each)	20 Marks
b	Project Presentation & Group Discussion 10 marks for project presentation 10 marks group discussion	20 Marks
	Total	<b>40 marks</b>
<b>II</b>	<b>Semester End Examination</b>	<b>60 Marks</b>
	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	RUMSMJ102
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To provide students with a foundational understanding of accounting principles, concepts, and practices.
2	To teach students how to record financial transactions accurately using the double-entry accounting system.
3	To enable students to prepare financial statements such as the balance sheet, income statement.
4	To help students interpret financial data and use it to make informed business decisions.
5	To understand the concept of depreciation, its methods, and its impact on financial statements.

### Course Outcome

	On completing the course, the student will be able to:
CO1	To discuss the basic concepts and the tools used in Financial Accounting.
CO2	To discuss the principles of Financial Accounting.
CO3	To demonstrate how prepare journal and posting into ledger.
CO4	To acquaint knowledge of Depreciation Accounting.
CO5	To demonstrate preparation of Trial Balance.
CO6	To demonstrate preparation and presentation of Final Accounts.

### 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 Manufacturing Accounts, 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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#### Theory Examination Pattern for Minor Paper

I	<b>Continuous Internal Assessment</b>	
a	One class test - 3 marks concept testing - Attempt any 1 out of 2 Questions (7 marks)	10 Marks
b	Project Presentation	10 Marks
	Total	<b>20 marks</b>
II	<b>Semester End Examination</b>	<b>30 Marks</b>
	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	RUMSMN103
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To introduce the marketing concept and how students can identify, understand and satisfy the needs of customers and markets.
2	To analyze companies and competitors and to introduce marketing strategy to increase awareness of the strategic and tactical decisions behind today's top performing brands

### **Course Outcome**

	On completing the course, the student will be able to:
CO1	Identify functional and application areas of marketing.
CO2	Apply marketing mix (4Ps of marketing) to a given product and extended 3Ps to a service.
CO3	Distinguish marketing from selling concept.
CO4	Identify micro and macro factors influencing marketing environment.
CO5	Classify the products based on its dimensions.
CO6	Design strategies on product mix, pricing, distribution and promotion.
CO	Apply segmentation, targeting and positioning strategies for a given market.

## Detailed Syllabus:

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

I	<b>Continuous Internal Assessment</b>	
a	One class test - 3 marks concept testing - Attempt any 1 out of 2 Questions (7 marks)	10 Marks
b	Project Presentation	10 Marks
	Total	<b>20 marks</b>
II	<b>Semester End Examination</b>	<b>30 Marks</b>
	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	RUAFOE109
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

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

### Course Outcome

	On completing the course, the student will be able to:
CO1	Make informed decisions on Parking funds according to risk return profile of investment products
CO2	Develop proficiency for saving funds and do personal and family financial planning
CO3	Apply tools and techniques for measuring returns and quantifying risk
CO4	Implement portfolio management to maximize investment returns
CO5	Plan the implications of direct tax on gains from investments

### 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 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, returns and tax implications on 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 e) Income tax implication on investment income	

### 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)

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I	<b>Continuous Internal Assessment</b>	
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	Assignment or Group discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Basics of Human Resource Management – I
Course offered as	Open Elective (OE)
Course Code	RUMSOE110
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To introduce students to the fundamental concepts, theories, and principles of Human Resource Management (HRM).
2	To explore the role of HRM within organizations and its strategic importance in achieving organization goals.
3	To gain insights into the contemporary challenges of the ever-dynamic people management ecosystem.
4	To equip students with the skills necessary to analyze HRM challenges and propose effective solutions.

### Course Outcome

	On completing the course, the student will be able to:
CO1	Understand the concept of Human Resource Management (HRM) and its significance in organizational success.
CO2	Identify the key functions and responsibilities of HRM within organizations.
CO3	Analyze the evolution of HRM from personnel management to strategic HRM, and its implications for modern organizations.
CO4	Understand the significance of Human Resource Planning and its consequent impact on Recruitment & Selection.
CO5	Gain an overview on various Recruitment & Selection practices adopted by the organizations.

## Detailed Syllabus:

Module	Title with content	No. of lectures
I	<p data-bbox="336 383 1174 421"><b>Nature and Scope of Human Resource Management</b></p> <ul data-bbox="387 454 1023 712" style="list-style-type: none"><li>• Concept – meaning and definition</li><li>• Evolution of HRM</li><li>• Scope of HRM</li><li>• Function and Objectives of HRM</li><li>• Organization of an HR Department</li><li>• Qualities of an HR/Personnel Manager</li></ul> <p data-bbox="336 723 1106 761"><b>Introduction to the Terminologies used in HRM</b></p> <ul data-bbox="387 795 1198 1128" style="list-style-type: none"><li>• Job Analysis, Job Description, Job Evaluation, Job Rotation, Job Enrichment and Job Enlargement</li><li>• Promotions, Transfers, Separations</li><li>• Fringe Benefits – concept and types</li><li>• Strategic HRM – concept and significance</li><li>• Employee Attrition – concept and Reasons for Employee Attrition</li><li>• Difference between on-roll and off-roll employees</li></ul>	(15)
II	<p data-bbox="336 1151 772 1189"><b>Human Resource Planning</b></p> <ul data-bbox="387 1223 963 1480" style="list-style-type: none"><li>• Concept – meaning and definition</li><li>• Importance of HRP</li><li>• Factors affecting HRP</li><li>• Human Resource Planning Process</li><li>• Requisites for successful HRP</li><li>• Barriers to HRP</li></ul> <p data-bbox="336 1491 735 1529"><b>Recruitment &amp; Selection</b></p> <ul data-bbox="387 1563 1110 1863" style="list-style-type: none"><li>• Recruitment concept – meaning &amp; definition</li><li>• Importance of Recruitment &amp; Selection</li><li>• Factors governing recruitment</li><li>• Process of Recruitment</li><li>• Selection concept – meaning &amp; definition</li><li>• Process of Selection</li><li>• Barriers to effective selection</li></ul>	(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 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
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	INDUSTRIAL APPLICATION OF BUSINESS LAW
Course offered as	Vocational Skill Course (VSC)
Course Code	RUMSVSC104
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	Gain a comprehensive understanding of the legal principles and frameworks governing business transactions, contracts, and operations.
2	Develop proficiency in contract law, with an ability to draft, interpret and enforce contracts
3	Develop an ability to effectively mitigate risks and resolve disputes
4	Explore different forms of business entities such in corporate world and understand their respective legal implications and advantages
5	Enhance critical thinking and legal reasoning skills through the analysis of case studies, statutes, and legal precedents, and develop the ability to apply legal principles to real-world business scenarios.
6	Improve 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 and analysis of a contract
CO2	Examine whether an agreement is legally enforceable or not
CO3	Interpret the rules of for termination of contract & the remedies thereunder
CO4	Demonstrate a proper understanding of the legal terminologies
CO5	Understand the rules relating to incorporation of a company in India

### Detailed Syllabus:

Module	Title with content	No. of lectures
<b>I</b>	<b>CONTRACT ACT, 1872</b>	<b>15</b>
	<ul style="list-style-type: none"><li>• Definitions under Contract Act – Proposal, Acceptance, Promise, Consideration, Free Consent</li><li>• Essential elements of Contract; Agreement and Contract, Types of agreements</li><li>• Breach of contract, Remedies for breach of Contract</li><li>• Case study</li></ul>	
<b>II</b>	<b>COMPANIES ACT, 2013</b>	<b>15</b>
	<ul style="list-style-type: none"><li>• 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</li><li>• Meaning &amp; Types of companies, Process of incorporation in India Sections 3 to 20, Requirements for a charitable organization, Nidhi Company</li><li>• Doctrines under company law</li><li>• Case study</li></ul>	

### 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 41<sup>st</sup> Edition 2024

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I	<b>Continuous Internal Assessment</b>	
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	Assignment or Group Discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Effective Communication Skills – I
Course offered as	Ability Enhancement Course (AEC)
Course Code	RUMSAEC105
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To provide students with an opportunity to speak and write professionally.
2	To balance the delivery of written components of communication skills
3	To groom the potential managers with basic qualities and skills required to become good leaders.

### Course Outcome

	On completing the course, the student will be able to:
CO1	Develop a foundational understanding of communication principles and theories.
CO2	Demonstrate proficiency in written communication, including grammar, punctuation, and sentence structure.
CO3	Develop 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	Adapt communication style and tone to suit different audiences and purposes in business communication.

## Detailed Syllabus:

Module	Title with content	No. of lectures
I	<p data-bbox="336 376 879 414"><b>Fundamentals of Communication</b></p> <ul data-bbox="387 450 1276 967" style="list-style-type: none"><li>• Concept – meaning, definition, process.</li><li>• Objectives of Communication</li><li>• Importance of Corporate Communication.</li><li>• Channels of Communication<ul style="list-style-type: none"><li>✓ Formal Channels: Vertical, Horizontal Diagonal</li><li>✓ Informal Channels: Grapevine</li></ul></li><li>• Modern Methods of Communication: web content, blog writing, video and teleconferencing.</li><li>• Editing and Proofreading of documents and articles</li><li>• Barriers to Communication: physical/environmental, language/semantic, socio-psychological, organizational, cross-cultural, and overcoming these barriers.</li></ul>	(15)
II	<p data-bbox="336 981 735 1019"><b>Written Communication</b></p> <ul data-bbox="387 1055 1276 1825" style="list-style-type: none"><li>• Need and essentials of business correspondence and email etiquette.</li><li>• Part and layouts of business letters.</li><li>• <b>Types of formal written communication:</b><ul style="list-style-type: none"><li>✓ <b>Personnel Correspondence</b><ul style="list-style-type: none"><li>▪ Statement of Purpose (SOP)</li><li>▪ Job Application Letter and Resume</li><li>▪ Letter of Acceptance of Job Offer</li><li>▪ Letter of Resignation</li></ul></li><li>✓ <b>Business Correspondence</b><ul style="list-style-type: none"><li>▪ Inquiry Letters</li><li>▪ Letters of Complaints/Claims/Adjustments</li><li>▪ Sales Letters and Promotional Flyer</li><li>▪ Consumer Grievance Letters</li><li>▪ Letters under Right to Information (RTI) Act</li></ul></li></ul></li><li>• Drafting Notice, Agenda and Resolution</li><li>• Report Writing: Individual and Committee Reports</li></ul>	(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. Chabriera –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	<b>Continuous Internal Assessment</b>	
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
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Elements of Business Ethics
Course offered as	Value Enhancement Course (VEC)
Course Code	RUMSVEC106
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country.
2	To 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	Identify nature of ethics in terms of personal, professional and managerial.
CO2	Overcome myths about business ethics in the practical workplace.
CO3	Identify 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	<p data-bbox="331 383 1018 416"><b>Introduction to Ethics and Business Ethics</b></p> <ul data-bbox="379 461 1273 1032" style="list-style-type: none"><li data-bbox="379 461 1273 651">- Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition.</li><li data-bbox="379 696 1273 1032">- 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.</li></ul>	(15)
II	<p data-bbox="331 1081 970 1115"><b>Ethics in Marketing, Finance and HRM</b></p> <ul data-bbox="379 1160 1273 1966" style="list-style-type: none"><li data-bbox="379 1160 1273 1350">- 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.</li><li data-bbox="379 1395 1273 1731">- 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.</li><li data-bbox="379 1776 1273 1966">- Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership.</li></ul>	(15)

**References:**

1. Laura P. Hartman, Joe DesJardins, Business Ethics, McGraw Hill, 2nd Edition
2. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition
4. Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008

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I	<b>Continuous Internal Assessment</b>	
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	Assignment	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Ancient Indian Management Thoughts and Practices
Course offered as	Indian Knowledge System (IKS)
Course Code	RUMSIKS107
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To learn about Indian ethos as they are multifaceted, often revolving around spiritual, moral, and societal values.
2	To Indian ethos also emphasizes the interconnectedness of all beings and the importance of leading a balanced and holistic life.
3	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	<p><b>Introduction to Indian Ethos</b></p> <ul style="list-style-type: none"><li>- Concept, relevance and methodology</li><li>- Indian Ethos for Management and its basic Principles</li><li>- Transmission of knowledge - oral, guru-shishya Parampara, ancient centres of higher education, experiential learning (Bhakti and Sufi movement)</li><li>- Contribution of women scholars in early India.</li></ul>	15
II	<p><b>Introduction to Indian Cultural Heritage</b></p> <ul style="list-style-type: none"><li>- Diversity, history, and significance.</li><li>- Indus Valley Civilization: Origins, cities, and cultural aspects.</li><li>- Classical Indian Art Forms: Architecture, sculpture, painting, and music.</li><li>- Modern Indian Culture: Independence movement, literature, cinema, and contemporary expressions.</li><li>- Cultural Heritage Conservation: Challenges and initiatives.</li></ul>	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 Singhania, 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 4 out of 5 Questions (5 marks each)	25 Marks
b	Project Presentation	10 Marks
c	Assignment	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Dynamics of Effective Leadership
Course offered as	Skill Enhancement Course (SEC)
Course Code	RUMSSEC108
Semester	I
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To enable students to understand the principles, practices, and dynamics of effective leadership.
2	To make them learn through theoretical frameworks, case studies, discussions, and practical exercises.
3	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 lectures
I	<p><b>Introduction to Leadership</b></p> <ul style="list-style-type: none"><li>- Meaning, Definition, Historical perspectives on leadership</li><li>- Introduction to Indian Leaders</li><li>- Types of Leadership styles</li><li>- Qualities of an organizational Leader</li><li>- Various theories of Leadership</li><li>- Ethical leadership</li><li>- Case study based on ‘Chanakya Niti’</li></ul>	(15)
II	<p><b>Leadership Development</b></p> <ul style="list-style-type: none"><li>- Decision Making and Problem Solving - Decision-making processes, Problem-solving techniques, Risk management and decision analysis</li><li>-</li><li>- Emotional Intelligence and Self-awareness- Understanding emotional intelligence (EI), Assessing and developing EI</li><li>- Leading Change- Change management principles, Implementing successful change initiatives</li><li>- Case Studies and Applications- Analysing real-world leadership challenges, Applying leadership principles to case studies, Reflection and synthesis of course concepts</li></ul>	(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	<b>Continuous Internal Assessment</b>	
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	Assignment	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

## 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	Ms. Sonia Bangera Nair	Black & Veatch

	meritorious alumnus nominated by the Principal. (Please give three to four names of your alumnus)	Talent Acquisition Lead	
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# **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										
4.5	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	
<b>Exit Option: Award of UG Certificate in Major with 40 -44 Credits and an Additional 4 Credits Core NSQF Course / Internship OR Continue with Major and Minor</b>													
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 (FP)	22	
<b>Exit Option: Award of UG Diploma in Major and Minor with 80-88 Credits and an Additional 4 Credits Core NSQF Course / Internship OR Continue with Major and Minor</b>													
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	
<b>Total</b>		<b>44 + 4</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>2</b>	<b>4</b>	<b>14</b>	<b>132</b>	

F.Y.B. Com (Management Studies)		
Course	Semester II	Credits
<b>Major</b>	Foundation of Human Skill	4
	Business Economics	2
<b>Minor</b>	Introduction to Finance	2
<b>OE</b>	Indian Financial Systems	2
	Basics of HRM – II	2
<b>VSC</b>	Cyber Law & IPR	2
<b>AEC</b>	Effective Communication Skill - II	2
<b>VEC</b>	Introduction to Environmental Management	2
<b>IKS</b>	-	
<b>SEC</b>	Sustainable Business Practices	2
<b>CC</b>	Yoga / Sports / Self Defence	2
<b>Total Credits</b>		<b>22</b>

### Programme Outcomes (POs) for B. Com (Management Studies)

Sr. No.	On completing BMS, the student will be able to:
PO1	Understand fundamental principles and theories in management as well as demonstrate understanding of key terminologies and concepts in management studies.
PO2	Interpret case studies and real-world scenarios to identify management challenges and propose appropriate solutions.
PO3	Develop and implement strategic plans for simulated or real businesses, considering various internal and external factors based on data-driven insights.
PO4	Critically assess the ethical implications of management decisions and propose ethically responsible alternatives.
PO5	Identify, analyze, and solve complex management problems using quantitative and qualitative methods, demonstrating creativity and critical thinking.
PO6	Collaborate effectively in teams to address real-world business challenges, integrating diverse perspectives and expertise.
PO7	Make informed decisions under uncertainty by synthesizing information, assessing risks, and considering ethical, social, and environmental factors as well as by applying relevant theories and frameworks.
PO8	Demonstrate effective leadership skills by motivating and inspiring individuals and teams to achieve organizational goals.
PO9	Exhibit self-awareness, emotional intelligence, and ethical integrity in the leadership practices, fostering a culture of trust and accountability.
PO10	Enhance interpersonal skills, and be able to communicate complex ideas and information effectively through oral presentations as well as engage in active listening and constructive feedback.
PO11	Enable understanding of financial analysis techniques and cost accounting principles.
PO12	Possess a comprehensive understanding of various areas of Indian law, and to develop analytical and critical thinking skills to identify legal issues.

### Programme Specific Outcomes (PSOs) for Marketing Elective

Sr. No.	On completing BMS, the student will be able to:
PSO1	Conduct thorough market research and analysis to identify consumer needs, preferences, and trends.
PSO2	Develop capabilities to formulate effective marketing strategies tailored to specific target markets and business objectives.
PSO3	Possess the skills to develop and implement comprehensive marketing plans, including product positioning, pricing strategies, distribution channels, and promotional activities.
PSO4	Demonstrate an understanding of consumer behavior theories and be able to apply this knowledge to create marketing campaigns that resonate with target audiences.
PSO5	Be proficient in utilizing digital marketing tools and platforms for online advertising, social media marketing, content creation, and analytics.
PSO6	Be able to articulate marketing strategies, pitch ideas, and engage with stakeholders convincingly.
PSO7	Conduct marketing activities by upholding ethical values, integrity and respect for society.
PSO8	Develop the ability to critically evaluate marketing data, assess campaign performance, and make data-driven decisions.
PSO9	Be capable of generating innovative ideas to differentiate products or services in competitive markets.
PSO10	Be effective team players, capable of collaborating with colleagues from diverse backgrounds to achieve common marketing objectives.

### Programme Specific Outcomes (PSOs) for Finance Elective

Sr. No.	On completing BMS, the student will be able to:
PSO1	Develop an understanding of financial management principles and its importance in running a business.
PSO2	Use financial decision modelling and apply techniques of capital budgeting through application of theories of financial management.
PSO3	Analyze the structure and components of financial markets.
PSO4	Understand the criticality of balancing the capital structure of the company and the time value of money.
PSO5	Understand influence of taxation Laws and regulatory compliances applicable to business entities.
PSO6	Demonstrate understanding of how primary & secondary markets operate and their role in the development of our economy.
PSO7	Hedge financial risk through derivatives in commodity and stock markets.
PSO8	Apply management accounting fundamentals and introduce range of management accounting tools, including job and process costing, variance analysis, activity-based costing and the balanced scorecard, as well as relevant behavioral responses.
PSO9	Bring into practice various Management accounting tools for pricing, budgetary control, cost allocation and performance evaluation as well as new developments in management accounting knowledge and techniques and how to assess these through cost benefit analysis.
PSO10	Learn to measure Risk and returns and portfolio management through fundamental and technical analysis order to facilitate wealth management.

Course/ Paper Title	Foundation of Human Skills
Course offered as	Major
Course Code	RUMSMJ201
Semester	II
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Objectives:
1	To learn the Human skills are necessary for building successful relationships, teams, and organizations.
2	To Study human nature as it deals with personality, attitudes, intelligence, thinking, abilities, values, learning and perception.
3	It would support the student to learn practical knowledge of soft skills and Behavioural skills and development required to engage Human Capital as per.

### Course Outcome

	On completing the course, the student will be able to:
CO1	Analyze the influence of environment and heredity on human behaviour by studying respective individual behaviours.
CO2	Identify the determinants of a personality and the factors affecting it.
CO3	Perform personality tests like MBTI for respective individuals.
CO4	Identify 'Type A' and 'Type B' personalities
CO5	Apply 'Johari Window' model on self and others
CO6	Analyse a given situation by applying the concept of 'six thinking hats'.
CO7	Provide consulting on conflict resolution strategies.

## Detailed Syllabus:

Module	Title with content	No. of lectures
I	<p data-bbox="331 454 869 488"><b>Understanding of Human Nature</b></p> <ul data-bbox="379 521 1292 1485" style="list-style-type: none"><li data-bbox="379 521 1292 667">- Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment</li><li data-bbox="379 701 1292 947">- 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</li><li data-bbox="379 981 1292 1485">- 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).</li></ul>	(15)
II	<p data-bbox="331 1536 869 1570"><b>Introduction to Group Behaviour</b></p> <ul data-bbox="379 1603 1292 2022" style="list-style-type: none"><li data-bbox="379 1603 1292 1794">- 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.</li><li data-bbox="379 1827 1292 2022">- 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</li></ul>	(15)

	features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.	
III	<p><b>Organizational Culture and Motivation at workplace</b></p> <ul style="list-style-type: none"> <li>- Characteristics of organizational culture. Types, functions and barriers of organizational culture, Ways of creating and maintaining effective organization culture.</li> <li>- 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</li> </ul>	(15)
IV	<p><b>Organizational Change, Creativity and Development and Work Stress</b></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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</li> </ul>	(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.Aswathappa, 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	<b>Internal Assessment</b>	
a	One class test (Short answers/Objectives/ Multiple Choice)	20 Marks
b	Project Presentation	20 Marks
	Total	<b>40 marks</b>
II	<b>Semester End Examination</b>	<b>60 Marks</b>
	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	Business Economics
Course offered as	Major
Course Code	RUMSMJ202
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To explain the difference between economics and business economics
2	To make students aware about various concepts used in business economics
3	To enable them to understand how these concepts are applied in real world

### 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 lectures
I	<p><b>Introduction to Business Economics</b></p> <ul style="list-style-type: none"> <li>• Concept – meaning, definition &amp; scope</li> <li>• Important tools of Business Economics - Opportunity Cost principle- Incremental and Marginal Concepts</li> <li>• Basic economic relations - functional relations &amp; Equation:               <ul style="list-style-type: none"> <li>○ Linear function &amp; Power function</li> </ul> </li> <li>• Total, Average and Marginal relations- use of Marginal analysis in decision making,</li> <li>• Basics of market demand, market supply and equilibrium price</li> </ul> <p><b>Pricing</b></p> <ul style="list-style-type: none"> <li>• Importance of pricing</li> <li>• Different pricing methods - cost plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing and real life pricing practices</li> </ul>	(15)
II	<p><b>Market Structures &amp; Demand Analysis</b></p> <ul style="list-style-type: none"> <li>• Meaning &amp; Types of different market structures</li> <li>• Nature of demand curve under different markets</li> <li>• Elasticity of Demand: Meaning, significance, types (Price, income cross and promotional)</li> <li>• Measurement of elasticity of demand</li> </ul> <p><b>Demand Forecasting</b></p> <ul style="list-style-type: none"> <li>• Demand estimation and forecasting: Meaning and significance - methods of demand estimation: survey and statistical methods (numerical illustrations moving average and weighted average)</li> </ul>	(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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### (Autonomous)

#### Theory Examination Pattern for Minor Paper

I	<b>Continuous Internal Assessment</b>	
a	One class test - 3 marks concept testing - Attempt any 1 out of 2 Questions (7 marks)	10 Marks
b	Project Presentation	10 Marks
	Total	<b>20 marks</b>
II	<b>Semester End Examination</b>	<b>30 Marks</b>
	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 finance
Course offered as	Minor
Course Code	RUMSMN203
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To familiarize students with the structure, functions, and roles of financial institutions and markets in the economy.
2	To introduce students to the fundamental principles and concepts of finance, including risk and return, time value of money, and asset valuation.
3	To provide an overview of the money market, including its participants, instruments, and operations.
4	To understand the role of the monetary system in the economy, including the functions of money, central banking, and monetary policy.
5	To introduce students to the concept of investments, including types of investment instruments, investment analysis, and portfolio management.
6	To emphasize the importance of savings in personal financial planning and wealth accumulation.
7	To understand the concept of GDP and its significance as a measure of economic performance.
8	To learn about the role of interest rates in the economy, including their determinants and impact on financial markets and economic activity.
9	To understand the concept of time value of money and its applications in financial decision-making, including present value, future value, and annuities.

## Course Outcome

	On completing the course, the student will be able to:
CO1	Define finance and describe the three areas of finance.
CO2	Explain why finance should be studied.
CO3	Describe and discuss the six principles of finance.
CO4	Identify the four components of the financial system and describe their roles.
CO5	Describe financial markets characteristics and the four types of financial markets.
CO6	Identify several major career opportunities in finance.
CO7	To impart knowledge about savings and investment process.
CO8	To teach them about importance of time value of money.

## Detailed Syllabus:

Module	Title with content	No. of lectures
I	<b>Part 1 Institutions and Markets</b>	(15)
	<p>1 The Financial Environment [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 [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 [types and role of financial institutions, overview of the banking system, structure of banks, the bank balance sheet,</p>	

	bank management	
<b>II</b>	<b>Part 2 Investments</b>	<b>(15)</b>
	<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 ICAI University
3. Management accounting, theory and practice—M. P. Pandikumar—Excel Books

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Theory Examination Pattern for Minor Paper

I	<b>Continuous Internal Assessment</b>	
a	One class test - 3 marks concept testing - Attempt any 1 out of 2 Questions (7 marks)	10 Marks
b	Project Presentation	10 Marks
	Total	<b>20 marks</b>
II	<b>Semester End Examination</b>	<b>30 Marks</b>
	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	Indian Financial System
Course offered as	Open Elective (OE)
Course Code	RUMSOE208
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To provide students with basic concepts of Financial system, its markets and various services provided in the Finance sector
2	To provide students with the knowledge of various components and instruments traded in the financial markets
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	Explain the concept of money market and capital market in India
CO4	Understand the functioning of different types of financial services

### Detailed Syllabus:

Module	Title with content	No. of lectures
I	<b>Introduction to Indian Financial System</b> <ul style="list-style-type: none"><li>• Concept of Financial System; Formal and informal financial systems, Functions of financial system, Nature and Role of financial institutions and financial markets,</li><li>• Financial system and the economy</li><li>• Non-Banking Financial Companies (NBFCs) – Meaning &amp; difference between bank and NBFC</li></ul>	(15)
II	<b>Components of Indian Financial market</b> <ul style="list-style-type: none"><li>• Money market: Meaning &amp; Instruments</li><li>• Capital Markets: Concept &amp; Functions of Capital Market, Role of SEBI, Primary market &amp; Secondary Market</li><li>• Types of financial services –<ul style="list-style-type: none"><li>○ Leasing – Meaning &amp; Types</li><li>○ Factoring – Meaning, Process &amp; Types</li><li>○ Derivatives – Meaning &amp; Types</li></ul></li></ul>	(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	<b>Continuous Internal Assessment</b>	
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	Assignment or Group Discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Basics of Human Resource Management – II
Course offered as	Open elective (OE)
Course Code	RUMSOE209
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To introduce students to the fundamental concepts, theories, and principles of Human Resource Management (HRM).
2	To explore the role of HRM within organizations and its strategic importance in achieving organization goals.
3	To gain insights into the contemporary challenges of the ever-dynamic people management ecosystem.
4	To equip students with the skills necessary to analyze HRM challenges and propose effective solutions.

### 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	Understand the purpose and significance of performance appraisal in managing employee performance.
CO3	Gain significant insights on factors affecting Human Resource Management in an organization
CO4	Be sensitive towards workforce diversity, quality and inclusion at workplace.
CO5	Develop sound understanding about the significance of employee engagement and employee participation in management.

## Detailed Syllabus:

Module	Title with content	No. of lectures
I	<b>Training &amp; Development</b> <ul style="list-style-type: none"><li>• Concept – meaning &amp; definition</li><li>• Nature of Training &amp; Development</li><li>• Importance of Training &amp; Development</li><li>• Process of Training</li><li>• Methods of Training: On-the-job and off-the-job</li></ul> <b>Performance Appraisal</b> <ul style="list-style-type: none"><li>• Concept – meaning &amp; definition</li><li>• Objectives of Performance Appraisal</li><li>• Process of Performance Appraisal</li><li>• Methods of Performance Appraisal</li><li>• Challenges of Performance Appraisal</li></ul>	(15)
II	<b>Environment of Human Resource Management</b> <ul style="list-style-type: none"><li>• Factors impacting HRM: Internal and External</li><li>• Employee Participation in Management – meaning and significance</li><li>• Employee Engagement – meaning and need</li><li>• Embracing Equality, Diversity and Inclusion at Workplace</li><li>• Work-life Balance – meaning and importance</li></ul>	(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	<b>Continuous Internal Assessment</b>	
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	Assignment or Group Discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	CYBER LAW & INTELLECTUAL PROPERTY RIGHTS
Course offered as	Vocational Skill Course (VSC)
Course Code	RUMSVSC204
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	Provide students with a foundational understanding of the legal principles, regulations, and statutes that govern cyberspace, including its technological advancements.
2	Educate students about laws and regulations related to data protection and privacy, including compliance requirements and international standards such as GDPR and CCPA and the types of risks.
3	Provide students with a foundational understanding of the legal principles, regulations, and statutes that govern cyberspace, including the origins of cyber law and its evolution in response to technological advancements.
4	Learn about intellectual property rights, including patents, trademarks, copyrights, and trade secrets, and acquire strategies for protecting intellectual property assets in a business context.
5	Encourage students to critically evaluate ethical dilemmas in the issues of privacy, freedom of expression, digital rights, and the ethical use of technology.
6	Enhance critical thinking and legal reasoning skills through the analysis of case studies, statutes, and legal precedents, and develop the ability to apply legal principles to real-world business scenarios.

### Course Outcome

	On completing the course, the student will be able to:
CO1	Demonstrate skills for the drafting, interpretation and analysis of data protection & privacy rules
CO2	Examine 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	Demonstrate a proper understanding of the legal terminologies & framework
CO5	Understand the fundamental concepts, and categories of intellectual property.

### Detailed Syllabus:

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

### 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 3<sup>rd</sup> Edition 2019

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I	<b>Continuous Internal Assessment</b>	
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	Assignment or Group Discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Effective Communication Skills – II
Course offered as	Ability Enhancement Course (AEC)
Course Code	RUMSAEC205
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To provide students with an opportunity to professionally express themselves through oral and non-verbal communication.
2	To balance the delivery of oral and non-verbal components of communication skills
3	To groom the potential managers with basic qualities and skills required to become good leaders.

### Course Outcome

	On completing the course, the student will be able to:
CO1	Develop an understanding of oral communication and non-verbal communication cues.
CO2	Deliver effective oral business presentations using PowerPoint.
CO3	Develop proficiency in facing group discussions and interviews.
CO4	Understand the significance of business etiquette and apply it in their professional journey.
CO5	Adapt communication style and tone to suit different audiences and purposes in business communication.

## Detailed Syllabus:

Module	Title with content	No. of lectures
I	<p><b>Oral Communication</b></p> <ul style="list-style-type: none"><li>• Concept – meaning, definition</li><li>• Significance of oral communication</li><li>• Understanding the audience in oral communication</li><li>• <b>Types of oral communication</b><ul style="list-style-type: none"><li>✓ Meetings</li><li>✓ Group Discussions</li><li>✓ Interviews</li><li>✓ Presentations</li></ul></li><li>• Use of paralanguage – voice, volume, tone, pitch, speed, pause, accent and stress.</li></ul>	(15)
II	<p><b>Non-Verbal Communication and Business Etiquette</b></p> <ul style="list-style-type: none"><li>• Concept – meaning, definition</li><li>• Types of Non-Verbal Communication: Body language – postures, gestures, facial expressions, eye contact, space &amp; proxemics, dress &amp; grooming, silence, sign &amp; symbols.</li><li>• Business Etiquette – phone etiquette, handshake etiquette, cubical etiquette, office etiquette, business meal etiquette, business card etiquette.</li><li>• Dressing and Grooming Etiquette</li><li>• Listening Skills – meaning, process of listening, barriers, to listening, tips for enhancing effective listening skills.</li></ul>	(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. Chabriera –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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<b>I</b>	<b>Continuous Internal Assessment</b>	
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	Assignment or Group Discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Introduction to Environmental Management
Course offered as	Value Enhancement Course (VEC)
Course Code	RUMSVEC206
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives:
CLO 1	To recognize the importance of environment and its structure
CLO 2	To explain various biogeochemical cycles and classification of natural resources
CLO 3	To classify various types environment degradation and find a solution to resolve the same
CLO 4	To describe in detail about waste management techniques

### Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the basic concepts of environment and its structure
CO2	Implement the various remedies to prevent environmental degradation
CO3	Identify and analyse the causes and consequences of environmental issues such as pollution, global warming, deforestation etc.
CO4	Define disaster management and how to act during a disaster
CO5	Apply various waste management techniques in cutting down solid waste

## Detailed Syllabus:

<b>Module</b>	<b>Title with content</b>	<b>No. of lectures</b>
I	<p data-bbox="347 383 874 416"><b>ENVIRONMENTAL CONCEPTS</b></p> <ul data-bbox="395 450 1286 943" style="list-style-type: none"><li data-bbox="395 450 1286 551">• Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere</li><li data-bbox="395 573 1193 607">• Biogeochemical cycles - Concept and water cycle</li><li data-bbox="395 640 1286 741">• Ecosystem &amp; Ecology; Food chain, food web &amp; Energy flow pyramid</li><li data-bbox="395 775 1286 943">• Resources: Meaning, classification( Renewable &amp; non-renewable), types &amp; Exploitation of Natural resources in sustainable manner</li></ul>	(15)
II	<p data-bbox="347 976 906 1010"><b>ENVIRONMENT DEGRADATION</b></p> <ul data-bbox="395 1055 1270 1771" style="list-style-type: none"><li data-bbox="395 1055 1270 1155">• Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies</li><li data-bbox="395 1200 1270 1301">• Pollution – meaning, types, causes and remedies (land, air, water and others)</li><li data-bbox="395 1346 1142 1402">• Global warming: meaning, causes and effects.</li><li data-bbox="395 1447 1270 1547">• Disaster Management: meaning, disaster management cycle.</li><li data-bbox="395 1592 1270 1771">• Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste &amp; biomedical waste (consumerism as a cause of waste)</li></ul>	(15)

**References:**

1. R. Rajagopalan – Environmental Studies: From Crisis to Cure
2. Anubha Kaushik & C.P. Kaushik – Perspectives in Environmental Studies
3. Global Environmental Challenges of the Twenty-First Century – David E. Lorey & William H. Beezley
4. Environmental Degradation: Causes and Remediation Strategies – Vinod Kumar, Pankaj Bhatt & Poonam Mehta

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<b>I</b>	<b>Continuous Internal Assessment</b>	
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	Assignment or Group Discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

Course/ Paper Title	Sustainable Business Practices
Course offered as	Skill Enhancement Course (SEC)
Course Code	RUMSSEC207
Semester	II
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To provide comprehensive knowledge about Sustainability management and its dimensions.
2	To equip the students with the conceptual clarity regarding sustainability practices undertaken by organizations and its relation to the costs.
3	To enable students to understand the significance of sustainability and CSR reporting (disclosures).
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	To know the complexity of sustainability, and understand the jargons of sustainability.
CO2	To apply the concept to bring out the possible strategies for attaining sustainability.
CO3	To research about the challenges to achieve sustainable development and study the innovative solutions to challenges
CO5	To design the solutions for dealing with dynamic changes and finding the opportunities for the business.

## Detailed Syllabus:

Module	Title with content	No. of lectures
I	<b>Overview of Sustainability</b> 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. <b>Innovative Business Models:</b> 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 Dhandu, Sage Publication

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I	<b>Continuous Internal Assessment</b>	
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	Assignment or Group Discussion	10 Marks
d	Class Participation	05 Marks
	<b>Total</b>	<b>50 marks</b>

## 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
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