



Affiliated to University of Mumbai

Program: B. Com (Management Studies)
Course: T.Y.B. Com (Management Studies)
Syllabus for Semester: V

Syllabus for Undergraduate Programme as per
National Education Policy (NEP-2020) with effect from the
academic year 2026-2027

BOS Chairperson

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	
Total		44 + 4	8	20	12	10	6	8	2	4	14	132	

T.Y.BMS			
Courses	Semester – V	Credits	
Major	Logistics & Supply chain Management	4	RUMSMJ501
	Corporate Communication & PR	4	RUMSMJ502
	Evolution of Corporate Governance (IKS)	2	RUMSMJ503
Major Elective	Brand Management /Investment Analysis & Portfolio Management/ Talent & Competency Management	4	RUMSMJM504/ RUMSMJF504/ RUMSMJH504
Minor	Service Marketing/Commodities & Derivatives Market	2	RUMSMNM505/ RUMSMNF505
	Customer Relationship Management/Basics of Indirect Tax	2	RUMSMNM506/ RUMSMNF506
OE	-----		
VSC	Essentials of Soft Skills for Managers	2	RUMSVSC507
AEC	-----		
VEC	-----		
IKS	-----		
SEC	-----		
FP	Field Project (FP)	2	RUMSFP508
Total Credits		22	

T.Y.BMS			
Courses	Semester – VI	Credits	
Major	Operations Research	4	RUMSMJ601
	Organisation Behaviour	4	RUMSMJ602
	Indian Management Thoughts & Practices (IKS)	2	RUMSMJ603
Major Elective	Ecommerce & Digital Marketing/ International Finance/ Employee Compensation and Benefits	4	RUMSMJM604/ RUMSMJF604/ RUMSMJH604
Minor	Retail Management/Wealth Management	2	RUMSMNM605/ RUMSMNF605
	Media Planning/ Project Management	2	RUMSMNM606/ RUMSMNF606
OE			
VSC	-----		
AEC	-----		
VEC	-----		
IKS	-----		
SEC	-----		
OJT	On Job Training (OJT)	4	RUMSOJT607
	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	Logistics & Supply Chain Management
Course offered as	Major
Course Code	RUMSMJ501
Semester	V
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Objectives:
1	To provide students with basic understanding of concepts of logistics and supply chain management
2	To introduce students to the key activities performed by the logistics function
3	To provide an insight in to meaning and various methods used in material handling and inventory management
4	To understand global trends in logistics and supply chain management

Course Outcome

	On completing the course, the student will be able to:
CO1	Understand the fundamentals of logistics & Supply chain management
CO2	Explain the key functions and their concepts performed of logistics
CO3	Demonstrate the application of various inventory control techniques
CO4	Analyse various global and local trends in executing logistics functions including use of information technology, infrastructure and finance

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Overview of Logistics and Supply Chain Management</p> <p>a) Introduction to Logistics Management</p> <ul style="list-style-type: none"> • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment <p>b) Introduction to Supply Chain Management</p> <ul style="list-style-type: none"> • Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration <p>c) Customer Service: Key Element of Logistics</p> <ul style="list-style-type: none"> • Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers <p>d) Demand Forecasting</p> <ul style="list-style-type: none"> • Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average) 	(15)
II	<p>Elements of Logistics Mix</p> <p>a) Transportation</p> <ul style="list-style-type: none"> • Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation <p>b) Warehousing</p>	(15)

	<ul style="list-style-type: none"> ● Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing <p>c) Materials Handling</p> <ul style="list-style-type: none"> ● Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments <p>d) Packaging</p> <ul style="list-style-type: none"> ● Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs 	
III	<p>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</p> <p>a) Inventory Management</p> <ul style="list-style-type: none"> ● Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels) <p>b) Logistics Costing</p> <ul style="list-style-type: none"> ● Meaning , Total Cost Approach, Activity Cost Approach and Mission based costing <p>c) Performance Measurement in Supply Chain</p> <ul style="list-style-type: none"> ● Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System <p>d) Logistical Network Analysis</p> <ul style="list-style-type: none"> ● Meaning , Objective , Importance ,Scope ,RORO/LASH 	

IV	<p>a) Information Technology in Logistics</p> <ul style="list-style-type: none"> • Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure <p>b) Modern Logistics Infrastructure</p> <ul style="list-style-type: none"> • Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains <p>c) Logistics Outsourcing</p> <ul style="list-style-type: none"> • Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition <p>d) Logistics in the Global Environment</p> <ul style="list-style-type: none"> • Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management 	
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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:

Reference Books:

- 1) David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics
- 2) Donald Waters, An Introduction to Supply Chain
- 3) Vinod Sople, Logistic Management - The Supply Chain Imperative
- 4) Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain
- 5) Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies

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Theory Examination Pattern for Major

I	Internal Assessment	
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	10 Marks
c.	Assignment	10 marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 hour

Question Paper Pattern – 60 Marks

Q1 Answer the following questions (any 2 out of 3) – 15 marks

Q2 Answer the following questions (any 2 out of 3) – 15 marks

Q3 Answer the following questions (any 2 out of 3) – 15 marks

Q4. Short Notes (Any 03) or Case Study – 15 marks

Course/ Paper Title	Corporate Communication & Public Relations
Course offered as	Major
Course Code	RUMSMJ502
Semester	V
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Objectives:
1	To provide the students with basic understanding of the concepts of corporate communication and public relations. To examine how various elements of corporate communication must be coordinated to communicate effectively.
2	To introduce the various elements of corporate communication and consider their roles in managing organizations.
3	To know how various strategies, technology and elements work in the modern environment.
4	To know how to practice communication skills in real time and planning and implementation of strategies for public relations

Course Outcome

	On completing the course, the student will be able to:
CO1	Develop the skills about what is corporate communication and what is public relations.
CO2	Explain communication skills in real time and planning and implementation of strategies for public relations.
CO3	Design plan to handle crisis communication.
CO4	Design and prepare a complete media kit.
CO5	Apply digital tools strategically

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Corporate Communication:</p> <p>1.1 Scope and Relevance : Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario, Keys concept in Corporate Communication.</p> <p>1.2 Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation</p> <p>1.3 Ethics and Law in Corporate Communication - Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright act, Digital piracy, RTI.</p>	(15)
II	<p>Understanding Public Relations</p> <p>2.1 Fundamental of Public Relations: : Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business</p> <p>2.2 Public Relations Environment: : Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues, Theories used in Public Relations: : Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory</p>	(15)
III	<p>Functions of Corporate Communication and Public Relations</p> <p>3.1 Media Relations: : Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations</p> <p>3.2 Crisis Communication: : Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building, Financial Communication: : Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising</p>	
IV	<p>Emerging Topics in Corporate Communication</p> <p>4.1 Digital Corporate Communication: Corporate communication in the era of social media, Online reputation management AI in Corporate Communication Use of AI tools and automation in drafting content AI-based media monitoring Ethical concerns in AI communication</p> <p>4.2 Skill-Based Practical Components Writing for digital platforms (blogs, captions, press notes) Press conference simulation & media briefing</p>	

	Podcast scripting & video message drafting Media kit preparation	
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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:

Reference Books:

- 1) Richard R. Dolphin, The Fundamentals of Corporate Communication
- 2) Joep Cornelissen, Corporate Communications: Theory and Practice
- 3) James L.Horton,Integrating Corporate Communication:The Cost Effective Use of Message & Medium
- 4) Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
- 5) Rosella Gambetti, Stephen Quigley, Managing Corporate Communication

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Theory Examination Pattern for Major

I	Internal Assessment	
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	10 Marks
c.	Assignment	10 marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 hour

Question Paper Pattern – 60 Marks

Q1 Answer the following questions (any 2 out of 3) – 15 marks

Q2 Answer the following questions (any 2 out of 3) – 15 marks

Q3 Answer the following questions (any 2 out of 3) – 15 marks

Q4. Short Notes (Any 03) or Case Study – 15 marks

Course/ Paper Title	Evolution of Corporate Governance
Course offered as	Major (IKS)
Course Code	RUMSMJ503
Semester	V
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1.	To introduce the concept, principles, and evolution of corporate governance in the global and Indian context.
2.	To understand the regulatory and institutional framework of corporate governance in India, including the role of SEBI and key committee reports.
3.	To analyze governance failures and corporate scandals to understand the need for strong governance mechanisms.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the concept, objectives, and principles of corporate governance and its evolution.
CO2	Describe the Indian regulatory framework including SEBI guidelines and major governance committee reports.
CO3	Analyze board structures, committee systems, and governance mechanisms in Indian corporations.
CO4	Apply governance principles to case studies involving insider trading, whistleblowing, and board practices.

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Introduction to Corporate Governance</p> <ul style="list-style-type: none"> ● Concept of corporate Governance ● Evolution of corporate governance in India ● Need for corporate governance ● Objectives of corporate governance ● Significance of ethics in corporate governance ● Principles of corporate governance ● Benefits of good governance ● Issues in corporate governance ● Concept of ESG ● Conceptual understanding of the terms: Insider Trading and Whistle Blowing 	(15)
II	<p>Corporate governance in India</p> <ul style="list-style-type: none"> ● Regulatory framework of corporate governance in India & Role of SEBI ● Committee reports on Corporate Governance: <i>Cadbury Committee, Kumar Mangalam Birla Committee, Narayan Murthy Committee</i> ● Board of Directors & Structure: Roles, responsibilities, and composition for effective corporate governance (<i>Audit Committee, Remuneration Committee, Executive Committee, Nomination Committee, Advisory Committee, Shareholder Grievance Committee, BoD Committee</i>) ● Emerging trends in corporate governance ● Case studies on corporate scams & scandals 	(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:

- Balasubramanian, N. (2016). Corporate Governance in India: Change and Continuity. McGraw Hill Education.

- Murthy, C.S.V. (2010). Corporate governance and business ethics. Himalaya Publishing House
- Regulatory & Institutional Sources: Securities and Exchange Board of India (SEBI) website (<https://www.sebi.gov.in>)

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Examination Pattern

I	Internal Assessment	
a	One class test - 3 marks concept testing (1 mark each) - Attempt any 2 out of 3 Questions (3.5 marks each)	10 Marks
b	Project Presentation	10 Marks
II	Semester End Examination	30 Marks
	Total	50 Marks

Semester End Examination **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	Brand Management
Course offered as	Major Elective
Course Code	RUMSMJM504
Semester	V
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Objectives:
1	To understand the meaning and significance of Brand Management
2	To Know how to build, sustain and grow brands
3	To know the various sources of brand equity and how to measure them

Course Outcome

	On completing the course, the student will be able to:
CO1	Understand the fundamentals of branding and brand management
CO2	Explain the use of various branding and marketing strategies used by brand
CO3	Demonstrate and identify various ways of measuring sources and outcomes of brand equity
CO4	Understand various strategies used by companies to grow and sustain their brand equity in the global market

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>a) Introduction to Brand Management:</p> <p>Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis</p>	(15)
II	<p>Planning and Implementing Brand Marketing Programs:</p> <ul style="list-style-type: none"> Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements 	(15)

	<ul style="list-style-type: none"> ● Integrating Marketing Programs and Activities ● Personalizing Marketing: Experiential Marketing, One to One Marketing, Permission Marketing ● Product Strategy: Perceived Quality and Relationship Marketing ● Pricing Strategy: Setting Prices to Build Brand Equity ● Channel Strategy: Direct, Indirect Channels ● Promotion Strategy: Developing Integrated Marketing Communication Programs ● Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. 	
III	<p>a) The Brand Value Chain</p> <p>b) Measuring Sources of Brand Equity:</p> <ul style="list-style-type: none"> ● Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ● Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses <p>c) Young and Rubicam’s Brand Asset Valuator</p> <p>d) Measuring Outcomes of Brand Equity</p> <ul style="list-style-type: none"> ● Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis ● Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand’s Brand Valuation Methodology 	
IV	<p>Growing and Sustaining Brand Equity</p> <p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> ● Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matri, Breadth of a Branding Strategy, Depth of a Branding Strategy ● Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels 	

	<p>b) Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</p> <p>c) Managing Brands over Time: Reinforcing Brands, Revitalizing Brands</p> <p>d) Building Global Customer Based Brand Equity</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:

Reference Books:

1. Keller Kevin Lane, Strategic Brand Management 4e-2015
2. Kapferer, Jean-Noel, Strategic Brand Management-2000
3. Kishen, Ram, Strategic Brand Management- 2013

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Theory Examination Pattern for Major

I	Internal Assessment	
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	10 Marks
c.	Assignment	10 marks
	Total	40 marks
II	Semester End Examination	
	Duration	2 hour

Question Paper Pattern – 60 Marks

Q1 Answer the following questions (any 2 out of 3) – 15 marks

Q2 Answer the following questions (any 2 out of 3) – 15 marks

Q3 Answer the following questions (any 2 out of 3) – 15 marks

Q4. Short Notes (Any 03) or Case Study – 15 marks

Course/ Paper Title	Investment Analysis & Portfolio Management
Course offered as	Major Elective
Course Code	RUMSMJF504
Semester	V
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Learning Objectives:
1	To introduce students to the investment environment, investment process and capital market structure.
2	To explain the relationship between risk and return and methods used to measure and manage investment risk.
3	To develop understanding of portfolio management concepts and the techniques used in security analysis
4	To familiarize students with asset pricing models and methods used for evaluating portfolio performance

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the investment environment, different investment avenues and the structure of capital markets.
CO2	Analyze the relationship between risk and return using statistical measures such as variance, standard deviation and beta
CO3	Evaluate securities using fundamental and technical analysis techniques for investment decision making.
CO4	Apply CAPM and portfolio performance measurement tools such as Sharpe Ratio, Treynor Ratio and Jensen's Alpha.

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Module 1: Introduction to Investment Environment</p> <p>a) Introduction to Investment Environment Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment vs Speculation vs Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives.</p> <p>b) Capital Market in India Introduction, Concepts of Investment Banks, Role and Functions, Stock Market Index, NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small Cap, Large Cap, Midcap and Penny Stocks.</p>	(15)
II	<p>Module 2: Risk – Return Relationship</p> <p>a) Meaning and Types of Risk Systematic and Unsystematic Risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.</p>	(15)
III	<p>Module 3: Portfolio Management and Security Analysis</p> <p>a) Portfolio Management Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors Affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.</p> <p>b) Security Analysis Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis – Basic Principles of Technical Analysis, Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators. Traditional Approach to Portfolio Management Modern Approach to Portfolio Management (Online tools to be used) (Removed from Module 3: Portfolio Management)</p>	(15)
IV	<p>Module 4: Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</p> <p>a) Theories Dow Jones Theory, Elliott Wave Theory.</p> <p>b) Capital Asset Pricing Model (CAPM) Assumptions of CAPM, CAPM Equation, Capital Market Line (CML), Security Market Line (SML).</p> <p>c) Portfolio Performance Measurement Meaning of Portfolio Evaluation,</p>	(15)

	Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems). (the application of Sharpe's, Jensen's, and Treynor's ratios be included from an investment point of view) Note: Efficient Market Hypothesis (EMH) Theory has been removed from: • Module 4: Theories	
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NOTE: These changes are made to keep the syllabus focused on practical and core analytical concepts of investment and portfolio management

Reference Books: Investment Analysis & Portfolio Management

- a) Kevin. S, Security Analysis and Portfolio Management
- b) Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management
- c) Prasanna Chandra, Security Analysis & Portfolio Management
- d) Sudhindhra Bhatt, Security Analysis and Portfolio Management.

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Theory Examination Pattern for Major

I	Continuous Internal Assessment	
a	One class test - 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 assignment and viva	20 Marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 Hours

External Question Paper Pattern – 60 Marks

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

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

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

Q. 4 Attempt any 1 out of 2 (15 Marks)

(Note: 15 marks question can be classified into 8 and 7 marks)

Course/ Paper Title	Talent and Competency Management
Course offered as	Major Elective HR
Course Code	RUMSMJH504
Semester	V
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Learning Objectives:
1	To understand the concept and importance of talent management in modern organizations and its role in achieving organizational goals.
2	To develop knowledge of talent acquisition, development, and retention strategies used by organizations to manage skilled employees effectively.
3	To understand the concept of competencies and competency mapping for identifying the skills, knowledge, and abilities required for different job roles.
4	To analyze competency-based HR practices, including recruitment, performance appraisal, training, and career development.
5	To apply talent and competency management techniques to improve employee performance and organizational effectiveness.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the concept, importance, and process of talent management in modern organizations.
CO2	Identify and analyze different methods of talent acquisition, development, and retention.
CO3	Understand the concept of competencies and apply competency mapping techniques for different job roles.
CO4	Evaluate competency-based HR practices such as recruitment, training, performance management, and career development.
CO5	Apply talent and competency management strategies to improve employee performance and organizational effectiveness.

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Talent Management</p> <p>1.1. Meaning and Concept of Talent Management</p> <ul style="list-style-type: none"> • Definition and importance of talent management • Difference between talent management and HRM • Objectives and benefits of talent management <p>1.2. Talent Acquisition and Identification</p> <ul style="list-style-type: none"> • Workforce planning • Recruitment and selection of talent • Talent identification and talent mapping 	(15)
II	<p>2.1. Talent Development</p> <ul style="list-style-type: none"> • Training and development programs • Career planning and succession planning • Leadership development <p>2.2. Talent Retention Strategies</p> <ul style="list-style-type: none"> • Employee engagement • Compensation and reward systems • Work–life balance and organizational culture 	(15)
III	<p>Competency Management</p> <p>3.1. Meaning and Concept of Competency</p> <ul style="list-style-type: none"> • Definition of competency • Types of competencies: core, functional, managerial • Importance of competency management in organizations <p>3.2. Competency Mapping</p> <ul style="list-style-type: none"> • Concept and objectives • Steps in competency mapping • Tools and techniques used in competency mapping 	(15)
IV	<p>4.1. Competency Assessment and Development</p> <ul style="list-style-type: none"> • Methods of competency assessment • Performance appraisal and competency evaluation • Training and development based on competencies <p>4.2. Competency-Based HR Practices</p> <ul style="list-style-type: none"> • Competency-based recruitment and selection • Competency-based performance management • Role of competency management in organizational effectiveness 	(15)

References:

1. The Talent Management Handbook – Lance A. Berger & Dorothy R. Berger
2. The Oxford Handbook of Talent Management – David G. Collings (Editor)
3. Applied Psychology in Talent Management – Wayne F. Cascio & Herman Aguinis
4. Human Resource Management: Text and Cases – K. Aswathappa & Sadhna Dash

**Royal College of Arts, Science and
Commerce (Autonomous)**
Theory Examination Pattern for Major

I	Continuous Internal Assessment	
a	One class test (Short answers/Objectives/ Multiple Choice) <ul style="list-style-type: none">• 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	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	Services Marketing
Course offered as	Minor Marketing Elective
Course Code	RUMSMNM505
Semester	V
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To understand distinctive features of services and key elements in service marketing.
2	To provide insights into ways to improve service quality and productivity.
3	To understand marketing of different services in India context
4	To understand marketing elements in terms of International and global perspective.

Course Outcome

	On completing the course, the student will be able to:
CO1	To have clear understanding of service marketing, and have same basic knowledge on its application
CO2	To understand the role of 7p's in service marketing.
CO3	To demonstrate the ability to manage service quality and improve service productivity.
CO4	Discuss recent trends in marketing of services

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>1.1 Introduction of service marketing: Service marketing concepts, distinctive characteristics of services, Service marketing triangle, Purchase process for services, Marketing challenges of services.</p> <p>1.2 Role of services in modern economy, Services marketing environment. Goods versus service marketing, Goods service continuum.</p> <p>1.3 Type of contact: high contact services and low contact services. Sensitivity to customer reluctance to change</p>	(15)

	1.4 Key Elements of Service Marketing Mix: The service product, Pricing mix, Promotion and Communication, place/distribution of services, People, Physical Evidence, Process service mapping – flowcharting	
II	<p>2.1 Managing Quality Aspect of Service Marketing: Improving Service Quality and Productivity.</p> <p>2.2 Service Quality - GAP model, 3 The SERVQUAL Model.</p> <p>2.3 Defining productivity - Improving productivity</p> <p>2.4 Recent Trend in Marketing of Services in Tourism, Hospitality, Healthcare, Banking, Insurance, Education (Project Work)</p> <p>2.5 Ethics in service marketing: Meaning, Importance, Unethical Practices in service sector, Social Media Marketing for Services</p>	(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:

Reference Books:

- 1) Service Marketing (Indian Context) publication- Himalayan publishing house written by Dr. K karunakaran
- 2) Service Marketing Integrated Customer focus across globe Publication - Mcgraw hill Education written by Varlele A. Zeithami and Ajay pandit 7th Edition

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Theory Examination Pattern for Major

I	Internal Assessment	
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)	10 Marks
b	Project Presentation	10 Marks
	Total	20 marks
II	Semester End Examination	30 Marks
	Duration	1 hour

Question Paper Pattern – 30 Marks

Q1 Answer the following questions (Any 2 out of 3)

Q2 Answer the following questions (Any 2 out of 3)

Course/ Paper Title	Commodities & Derivative Market
Course offered as	Minor Finance Elective
Course Code	RUMSMNF505
Semester	V
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To understand the concepts related to Commodities and Derivatives market
2	To study the various aspects related to futures and options contract and trading

Course Outcome

	On completing the course, the student will be able to:
CO1	Understand the fundamental concepts related to commodities and derivative market
CO2	Understand various aspects of future and option trading including their key concepts, payoffs , pricing etc.

Detailed Syllabus

Module	Title with content	No. of lectures
I	1) Introduction to Commodities Markets: <ul style="list-style-type: none"> ● Meaning & Types of Commodities Traded ● Structure of Commodity Market in India ● Trading in commodities in India ● Major Exchanges – MCX , NCDEX ● Reasons for Investing in Commodities 2) Introduction to Derivative Markets : <ul style="list-style-type: none"> ● Meaning of derivative market ● Elements of derivative contract ● Type of derivatives and underlying assets ● Participants in derivative market 	(15)
II	3) Basics of Futures : <ul style="list-style-type: none"> ● Futures Contract Specification, Terminologies, Concept of Convergence, Basis & Basis Risk, Pricing of Futures Contract - Cost 	(15)

	of Carry Model , Payoff Charts & Diagrams for future contract , Concept of perfect & imperfect hedge	
	4) Basics of Options: <ul style="list-style-type: none"> Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies 	

(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) John C. Hull & Basu -Futures, options & other derivatives
- 2) Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house
- 3) Niti Chatnani ,Commodity Markets , Mcgraw Hills Publication
- 4) Suni K Parmeswaran, Futures & options, McGraw Hill

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Theory Examination Pattern for Major

I	Internal Assessment	
a	One class test (Short answers/Objectives/ Multiple Choice) - 3 marks concept testing (1 mark each) - Attempt any 2 out of 3 Questions (3.5 marks each)	10 Marks
b	Project Presentation	10 Marks
	Total	20 marks
II	Semester End Examination	30 Marks
	Duration	1 hour

Question Paper Pattern – 30 Marks

Q1 Answer the following questions (Any 2 out of 3)

Q2 Answer the following questions (Any 2 out of 3)

Course/ Paper Title	Basics of Indirect taxes
Course offered as	MINOR FINANCE ELECTIVE
Course Code	RUMSMNF506
Semester	V
No. of Credits	2
No. of lecture Hours/week	2

Sr No.	Course Objectives: To enhance the abilities of learners to:
1	Understand the basics of CGST Act 2017 and need of GST law in India
2	Comprehend the basic procedures for registration under GST Law
3	Measure GST liability according to ITC availability

Course Outcomes:

Sr. No.	On completion of course learners will be able to:
CO1	Understand GST Fundamentals including the rules and procedures for GST registration along with special provisions for casual and non-resident taxable persons
CO2	Compute the GST liability taking into account the Input tax credit

Detailed Syllabus

Module	Title with content	No. of lectures
I	a. Meaning of GST, Need for GST b. Dual GST Model c. Selected Definitions d. Persons not liable for registration e. Compulsory registration f. Procedure for registration	(15)
II	INPUT TAX CREDIT & PAYMENT OF TAX a. Eligibility for taking Input Tax Credit b. Computation of Tax Liability and payment	(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

A) Books:

- "GST - A Practical Guide" by Dr. Sanjiv Agarwal and CA. Sanjeev Malhotra
- GST LAW BY Mr Bhanghar
- "GST Ready Reckoner" by V.S. Datey
- "Master Guide to GST with Commentary on GST Law" by CA. Raman Singla

B) Government Portals:

- Goods and Services Tax Network (GSTN): The official GSTN portal provides access to official notifications, circulars, and FAQs. (<https://www.gstn.org>)
- Central Board of Indirect Taxes and Customs (CBIC): CBIC's website offers official documents, acts, rules, and updates related to GST. (<https://www.cbic.gov.in>)

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Theory Examination Pattern for Minor

I	Internal Assessment	
A	One class test (Short answers/Objectives/ Multiple Choice)	10 Marks
B	Project Presentation	10 Marks
	Total	20 marks
II	Semester End Examination	30 Marks
	Duration	1 hour

Question Paper Pattern – 30 Marks

Q1 Answer the following questions (Any 2 out of 3)

Q2 Answer the following questions (Any 2 out of 3)

Course/ Paper Title	Customer Relationship Management
Course offered as	Minor
Course Code	RUMSMNM506
Semester	V
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To explain concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management
2	To provide insight into CRM marketing initiatives, customer service and designing CRM strategy
3	To make learners understand new trends in CRM, challenges and opportunities for organizations

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the concept, evolution, objectives and benefits of CRM.
CO2	Define the various CRM marketing initiatives and the CRM strategy cycle.
CO3	Discuss the e-crm in detail and various software apps for customer service
CO4	Highlight the CRM New horizons and also identify the ethical issues in CRM.

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p><u>Introduction to Customer Relationship Management</u></p> <ul style="list-style-type: none"> ❖ Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners ❖ Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: 	(15)

	<p>Information, Process, Technology and People, Barriers to CRM</p> <ul style="list-style-type: none"> ❖ CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing ❖ Customer knowledge management, customer interaction management 	
II	<p><u>CRM New Horizons</u></p> <ul style="list-style-type: none"> ❖ e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM ❖ Chatbots, use of AR/VR, Customer Journey mapping, customer touch points ❖ Software App for Customer Service: Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling ❖ Social Networking and CRM ❖ Mobile-CRM ❖ CRM Trends, Challenges and Opportunities ❖ Ethical Issues in CRM 	(15)

References:

1. Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
2. Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
3. Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.

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Theory Examination Pattern for Minor

I	Internal Assessment	
a	One class test (Short answers/Objectives/ Multiple Choice) - 3 marks concept testing (1 mark each) - Attempt any 2 out of 3 Questions (3.5 marks each)	10 Marks
b	Project Presentation	10 Marks
	Total	20 marks
II	Semester End Examination	30 Marks
	Duration	1 hour

Question Paper Pattern – 30 Marks

Q1 Answer the following questions (Any 2 out of 3)

Q2 Answer the following questions (Any 2 out of 3)

Course/ Paper Title	Soft Skills for Managers
Course offered as	VSC
Course Code	RUMSVSC507
Semester	V
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1.	To develop an understanding of the concept and importance of soft skills in managerial and professional contexts.
2.	To enhance communication, interpersonal, and intrapersonal competencies required for managerial effectiveness.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the concept, significance, and various types of soft skills in managerial roles.
CO2	Apply soft skills in personal and professional settings.
CO3	Evaluate personal strengths and areas of improvement through self-assessment and feedback.
CO4	Demonstrate appropriate professional etiquette, gratitude practices, and networking strategies in real or simulated professional set

Detailed Syllabus

Module	Title with content	No. of lectures
I	<ul style="list-style-type: none"> ● Introduction to Soft Skills: Meaning, significance of soft skills at workplace, interpersonal and intrapersonal skills, difference between soft skills and hard skills. ● Types of Soft Skills: Communication, active listening, emotional intelligence, empathy & inclusion, adaptability & resilience, conflict resolution, critical thinking, problem solving, decision making, time management, coaching & mentoring, delegation, presentation skills, negotiation skills, stress management ● Developing Soft Skills: Role of soft skills in career advancement and leadership effectiveness, self-assessment & feedback mechanism, strategies for improvement in professional setting 	(15)
II	<ul style="list-style-type: none"> ● Interview Preparation and Self Branding: Understanding employer expectations, resume and strategic portfolio building, elevator pitch preparation, understanding interview etiquette ● Verbal & Visual Identity: Dressing & grooming etiquette, vocal presence and articulation, strategic networking and self-branding through LinkedIn and/or Instagram ● The Etiquette of Gratitude & Appreciation: Importance of gratitude in professional setting, Key aspects of gratitude etiquette, relationship building through appreciation. 	(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. Heller, R., & Hindle, T. (1998). Essential manager's manual. DK Publishing.
2. Kaul, A. (2015). Business communication. Prentice Hall India.
3. Covey, S. R. (2004). The 7 habits of highly effective people (Revised ed.). Free Press.
4. Carnegie, D. (2006). How to win friends and influence people. Pocket Books.

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Theory Examination Pattern

	Internal Assessment	
a	Project Presentation	10 Marks
b	Group Discussion	10 Marks
c	Class Participation	5 marks
d	Semester End-Written Examination	25 Marks
	Total	50 Marks

Written Examination Question Paper Pattern – 25 Marks

Q. 1 Answer the following concepts (5 questions) (5 Marks)

Q. 2 Attempt any 4 out of 5 (20 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



Royal College of Arts Science and Commerce (Autonomous)

Affiliated to University of Mumbai

Program: B. Com (Management Studies)

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

Syllabus for Semester: VI

Syllabus for Undergraduate Programme as per National Education Policy (NEP-2020) with effect from the academic year 2026-2027

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	
Total		44 + 4	8	20	12	10	6	8	2	4	14	132	

T.Y.BMS			
Courses	Semester – VI	Credits	
Major	Operations Research	4	RUMSMJ601
	Organisation Behaviour	4	RUMSMJ602
	IMTP (IKS)	2	RUMSMJ603
Major Elective	Ecommerce & DM/ International Finance/ Employee Compensation and Benefits	4	RUMSMJM604/ RUMSMJF604/ RUMSMJH604
Minor	Retail Management/Wealth Management	2	RUMSMNM605/ RUMSMNF605
	Media Planning/ Project Management	2	RUMSMNM606/ RUMSMNF606
OE			
VSC	-----		
AEC	-----		
VEC	-----		
IKS	-----		
SEC	-----		
OJT		4	RUMSOJT607
	Total Credits		22

Course/ Paper Title	Operation Research
Course offered as	Major
Course Code	RUMSMJ601
Semester	VI
No. of Credits	4
No. of lecture Hours/week	4

Sr No.	Course Learning Objectives:
CLO1	To acquaint students with the basic concepts, history, and applications of Operations Research in business and industry.
CLO2	To develop skills in allocating limited resources (men, machines, money, materials) efficiently.
CLO3	To enable students to apply specific techniques such as Linear Programming (Simplex and Graphical methods), Transportation, and Assignment models.
CLO4	To make students proficient in interpreting analytical results for decision-making.

Course Outcome

	On completing the course, the student will be able to:
CO1	Formulate linear programming problems (LPP) and solve them using graphical and simplex methods to maximize profit or minimize cost.
CO2	Apply Transportation and Assignment models to optimize supply chain and resource allocation problems.
CO3	Apply Network Analysis techniques (PERT/CPM) to plan, schedule, and control projects efficiently.
CO4	Identify optimal strategies in competitive business situations.

Detailed Syllabus:

Module	Title with content	No. of lectures
I	<p>Introduction to Operations Research and Linear Programming 1.1 - Introduction To Operations Research: Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR 1.2 - Linear Programming Problems: Introduction and Formulation - Introduction to Linear Programming Applications of LP Components of LP Requirements for Formulation of LP Problem Assumptions Underlying Linear Programming Steps in Solving LP Problems LPP Formulation (Decision Variables, Objective Function, Constraints, NonNegativity Constraints) 1.3 - Linear Programming Problems: Graphical Method - Maximization & Minimization Type Problems. (Max. Z & Min. Z) Two Decision Variables and Maximum Three Constraints Problem Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. : Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima</p>	15
II	<p>Assignment and Transportation Models 2.1 - Assignment Problem – Hungarian Method : Maximization & Minimization Type Problems. : Balanced and Unbalanced Problems. : Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. : Simple Formulation of Assignment Problems. : Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included. 2.2 - Transportation Problems : Maximization & Minimization Type Problems. : Balanced and Unbalanced problems. : Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. : Simple Formulation of Transportation Problems. : Initial Feasible Solution (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM) : Maximum 5 x 5 Transportation Matrix. : Finding</p>	15

	Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ)	
III	<p>Network Analysis</p> <p>3.1 - Critical Path Method (CPM) : Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, : Construction of a Network Diagram. Node Relationship and Precedence Relationship. : Principles of Constructing Network Diagram. : Use of Dummy Activity : Numerical Consisting of Maximum Ten (10) Activities. : Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. : Forward Pass and Backward Pass Methods. : Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float</p> <p>3.2 - Project Crashing :</p> <p>Meaning of Project Crashing. : Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. : Costs involved in Project Crashing: Numerical with Direct, Indirect, Penalty, crash cost and Total Costs. : Time – Cost Trade off in Project Crashing. : Optimal (Minimum) Project Cost and Optimal Project Completion Time. : Process of Project Crashing. : Numerical Consisting of Maximum Ten (10) Activities. : Numerical based on Maximum Four (04) Iterations of Crashing</p> <p>3.3 - Program Evaluation and Review Technique (PERT) : Three Time Estimates of PERT: Optimistic Time (a),</p>	15

	<p>Most Likely Time (m) and Pessimistic Time (b). : Expected Time (te) of an Activity Using Three Time Estimates. : Difference between CPM and PERT. : Numerical Consisting of Maximum Ten (10) Activities. : Construction of PERT Network using devalues of all Activities. : Mean (Expected) Project Completion Time. : Standard Deviation and Variance of Activities. : Project Variance and Project Standard Deviation. : ‘Prob. Z’ Formula. : Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique</p>	
IV	<p>4.1 - Job Sequencing Problem : Processing Maximum 9 Jobs through Two Machines only. : Processing Maximum 6 Jobs through Three Machines only. : Calculations of Idle Time, Elapsed Time etc. 4.2 - Theory of Games : Introduction : Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. : Types of Games. : Numericals based on: ♣ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.</p>	15

Reference Books:

: Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons.

: Bronson R, Operations Research, 2nd Edition, Shaum's Outline Serie

: Vohra N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co

: L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune. : Shreenath L.S., PERT& CPM, “Principles & Applications 3rd Edition”, Affiliated East-West Press Pvt. Ltd. : Wagener H.M., “Principles of Operations Research. 2nd Edition”, Prentice – Hall of India

: Kantiswarup, ”Operations Research 9th Edition”, Gupta P.K. & Sultan Chand & Sons Manmohan

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I	Continuous Internal Assessment	
a	One class test (5 Marks Concepts, 15 Marks any 3 out of 4)	20 Marks
b	Project/ Presentation/ Viva	10 Marks
c	Assignment	10 Marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 Hours

External Question Paper Pattern – 60 Marks

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

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

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

(Note: 15 marks question can be classified into 8 and 7 marks)

Q. 4 Short note any 3 out of 5 (15 Marks)

Course/ Paper Title	Organizational Behaviour
Course offered as	Major
Course Code	RUMSMJ602
Semester	VI
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Objectives:
1	To have a good understanding on the framework of Organizational Behaviour and Management along with the Basic Behavioural Science that influence Organizational Behaviour
2	To have an understanding on the Theories of Motivation and Work Behaviour.
3	To understand the influence of Individual and Group Behaviour towards meeting the Organizational Goal.
4	To have an understanding on the different types of Leadership styles and Conflict Management as a part of Group or Team due to difference in Opinion and to learn the ways to resolve conflict at the interest of the common Organizational Goal.
5.	To have an understanding and to develop good Work Culture and Climate in an Organization.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain Theories of Motivation and Work Behavior.
CO2	Assess Individual and Group Behavior towards meeting the Organizational Goal.
CO3	Explain different types of Leadership styles in order to recognize good and bad leadership for the organization.
CO4	Develop good Work Culture and Climate in an Organization by working on both the Extrinsic and Intrinsic factors associated with the Organization to provide a Quality Work Life balance

Detailed Syllabus

Module	Title with content	No. of lectures
I	Introduction to Organizational Behaviour : Introduction – defining organization, behavior and organizational behavior, assumptions of OB, principles of OB, levels of OB, scope of OB, g) Applications of OB, Emerging concerns	(15)
II	Motivation-Motivation and Behaviour, theories of Motivation, Reinforcement theory, Motivation and performance, Financial and Non-financial incentives, Personality Determinants of personality, Type A and Type B personality, Values, Attitudes & Beliefs, Group Dynamics: Team & Group difference, Group Effectiveness, Formal & Informal Group, Stages of Group Development, Group Decision Making, Inter group relation and Conflict, Stress Management-Stress and Behaviour, Sources of Stress, Consequences of Stress and Performance.	(15)
III	Leadership, Conflict Management and Power & Politics: Leadership-Introduction and characteristics of Leadership, Formal and Informal leadership, Theories of Leadership, Conflict Management-Nature of Conflict, Sources of Organizational Conflict, Modes of Conflict Resolution, Power & Politics-Difference between Influence, Power & Authority, Sources of power,	
IV	Organization Development and Culture: Organizational Change, Resistance to change, Steps for planned change, Quality Work Life, Organization Development Objective and Interventions, Managing Organizational Culture.	

(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:

Reference Books:

Text Books

1. Uma Sekaran, Organisational Behaviour, Tata McGraw Hill
2. John W Newstrom, Organisational Behaviour, Tata McGraw Hill
3. Stephen P. Robbins, Timothy A. Judge, Niharika Vohra (18th ed.), Pearson Education, New Delhi.
4. L. M. Prasad, Organisational Behaviour, Sultan Chand & Sons

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Theory Examination Pattern for Major

I	Internal Assessment	
a	One class test (Short answers/Objectives/ Multiple Choice) - 5 marks concept testing (1 mark each) - Attempt any 3 out of 5 Questions (5 marks each)	20 Marks
b	Project Presentation	10 Marks
c.	Group discussion	10 marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 hour

Question Paper Pattern – 60 Marks

Q1 Answer the following questions (any 2 out of 3) – 15 marks

Q2 Answer the following questions (any 2 out of 3) – 15 marks

Q3 Answer the following questions (any 2 out of 3) – 15 marks

Q4. Short Notes (Any 03) or Case Study – 15 marks

Course/ Paper Title	Indian Management Thoughts & Practices
Course offered as	Major (IKS)
Course Code	RUMSMJ603
Semester	VI
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1.	To familiarize students with the foundations of Indian management philosophy and its historical evolution.
2.	To understand Indian ethos, work culture, and value systems in managerial practices.

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the meaning, features, and significance of Indian management thoughts and practices.
CO2	Describe key Indian philosophical concepts such as Dharma, Karma, and Trusteeship and their managerial implications.
CO3	Apply Indian value-based principles to workplace situations and ethical decision-making scenarios.
CO4	Analyze differences between Indian and Western management practices in businesses and work culture.

Detailed Syllabus

Module	Title with content	No. of lectures
I	<ul style="list-style-type: none"> ● Indian Ethos: Meaning, Features, Need, Relevance, Principles practiced by Indian companies, ● Work Ethos: Meaning, Ethics vs Ethos, Factors responsible for poor work ethos ● Values: Meaning, Features, Values for Indian Managers, Importance of Value System in Work Culture, Relevance of Value Based Management in Global Business, Impact of values on Stakeholders ● Indian Management Vs Western Management: Key Differences in Management & Practices 	(15)
II	<ul style="list-style-type: none"> ● Concept of Dharma & Karma in Indian Corporates: Meaning, Significance, Importance of Karma to Managers, Guidelines for Good Corporate Karma ● Philosophy of Trusteeship: Meaning, Ethical Dimensions of Gandhi, Relevance in Modern Context ● Stress Management: Meaning, Causes of Stress, Consequences, Significance of Yoga & Meditation ● Case Studies: Contemporary Indian Business Case Studies and its Implications 	(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:

- Chakraborty, S.K. (2008). Values and ethics for organizations: Theory and practice. Oxford University Press.
- Subramanian, R. (2013). Indian ethos and values in management. Oxford University Press.
- Sharma, S., & Bhal, K. T. (2004). Indian ethos for modern management. Response Books (Sage Publications India).
- Chakraborty, S.K. (2001). Ethical imperatives for contemporary business organizations. Sage Publications.

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Examination Pattern

I	Internal Assessment	
a	One class test	10 Marks
b	Project Presentation	10 Marks
II	Semester End Examination	30 Marks
	Total	50 Marks

Semester End Examination **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	E-commerce & Digital Marketing
Course offered as	Major Marketing Elective
Course Code	RUMSMJM604
Semester	VI
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Objectives:
1	To understand increasing significance of E-Commerce and its applications in Business and Various Sectors
2	To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business
3	To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organization

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the fundamental concepts of e-commerce and demonstrate their application in various sectors
CO2	Explain the meaning and application of e-business and its associated concepts in sectors.
CO3	Understand various payment, security and privacy related issues in e-commerce
CO4	Analyze the latest trends and practices followed by companies
CO5	Understand the challenges and opportunities faced by companies following digital marketing practices

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Introduction to E-commerce</p> <ul style="list-style-type: none"> • Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce • Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce • Impact of E-Commerce on Business, Ecommerce in India • Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education • Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce 	(15)
II	<p>E-Business & Applications</p> <ul style="list-style-type: none"> • E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business • Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning • Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. • Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. • Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website 	(15)

III	<p>Payment, Security, Privacy & Legal Issues in E-Commerce</p> <ul style="list-style-type: none"> • Issues Relating to Privacy and Security in E-Business • Electronic Payment Systems: Features, Different Payment Systems :Debit Card, Credit Card ,Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. • Types of Transaction Security • E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000 	
IV	<p>Digital Marketing</p> <ul style="list-style-type: none"> • Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. • Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. • Digital Marketing on various Social Media platforms. • Online Advertisement, Online Marketing Research, Online PR • Web Analytics • Promoting Web Traffic • Latest developments and Strategies in Digital Marketing. 	

(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:

Reference Books:

1. D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd
2. Bajaj Kamlesh K,E-Commerce- The cutting edge of Business
3. Whiteley David, E-Commerce Technologies and Applications-2013
4. E-Business & E-Commerce Management 3rd Ed, Pearson Education

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Theory Examination Pattern for Major

I	Internal Assessment	
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	10 Marks
c.	Assignment	10 marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 hour

Question Paper Pattern – 60 Marks

Q1 Answer the following questions (any 2 out of 3) – 15 marks

Q2 Answer the following questions (any 2 out of 3) – 15 marks

Q3 Answer the following questions (any 2 out of 3) – 15 marks

Q4. Short Notes (Any 03) or Case Study – 15 marks

Course/ Paper Title	International Finance
Course offered as	Major Elective
Course Code	RUMSMJF604
Semester	VI
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Learning Objectives: To enhance the abilities of learners to
CLO1	Make aware of concepts of international finance with monetary system.
CLO2	Understand applicability of fixed and flexible exchange rate and various interest rate for future and options
CLO3	Identify world financial markets and risk associated with it
CLO4	Understand international taxation system

Course Outcome

	On completing the course, the student will be able to:
CO1	Familiarize with the fundamental aspects of various issues associated with International Finance
CO2	Find out various foreign exchange market for arbitrage opportunity
CO3	Conduct analysis of euro currency bond market and take capital budgeting decisions
CO4	Interpret tax planning and calculate tax liability of persons

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Fundamentals of International Finance</p> <p>a) Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</p> <p>b) Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity, Indian Heritage in Business, Management, Production and Consumption.</p> <p>c) International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System</p> <p>d) An introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct & Indirect Rates Cross Currency Rates Spread & Spread % Factors Affecting Exchange Rates</p>	(15)
II	<p>Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives</p> <p>a) Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>b) International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</p> <p>c) Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India</p>	(15)
III	<p>World Financial Markets & Institutions & Risks</p> <p>a) Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds,</p>	(15)

	<p>Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market</p> <p>b) International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</p> <p>c) International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</p> <p>d) International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV</p>	
IV	<p>Foreign Exchange Risk, Appraisal & Tax Management</p> <p>a) Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation</p> <p>b) International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</p> <p>c) International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal</p>	(15)

References:

- : P G Apte, *International Financial Management, 5th Edition, The McGraw Hill*
- : Cheol . S. Eun & Bruce G. Resnick, *International Finance Management*
- : Maurice D. Levi, *International Finance – Special Indian Edition*
- : Prakash G. Apte, *International Finance – A Business Perspective*
- : V A. Aadhani, *International Finance*

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Theory Examination Pattern for Major

I	Continuous Internal Assessment	
a	One class test - 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 assignment and viva	20 Marks
	Total	40 marks
II	Semester End Examination	60 Marks
	Duration	2 Hours

External Question Paper Pattern – 60 Marks

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

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

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

Q. 4 Attempt any 1 out of 2 (15 Marks)

(Note: 15 marks question can be classified into 8 and 7 marks)

Course/ Paper Title	Employee Compensation and Benefits
Course offered as	Major HR Elective
Course Code	RUMSMJH604
Semester	VI
No. of Credits	04
No. of lecture Hours/week	04

Sr No.	Course Learning Objectives:
1	To understand the concept, objectives, and importance of employee compensation in human resource management.
2	To examine various methods of wage and salary administration, including job evaluation and pay structure.
3	To analyze different incentive plans and compensation policies used to motivate employees and improve organizational performance.
4	To understand employee benefits and social security schemes, including statutory and non-statutory benefits.
5	To evaluate modern trends and practices in compensation and benefits management in organizations.

Course Outcome

	On completing the course, the student will be able to:
CO1	Understand the concept, objectives, and components of employee compensation and benefits in organizations.
CO2	Explain wage and salary administration, job evaluation methods, and factors influencing wage determination.
CO3	Analyze different types of incentive plans and compensation policies used to motivate employees.
CO4	Identify statutory and non-statutory employee benefits, including social security schemes such as provident fund, gratuity, and insurance.
CO5	Evaluate modern trends and practices in compensation management and their impact on employee performance and organizational effectiveness.

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Employee Compensation Management</p> <p>1.1 Meaning and Importance of Compensation</p> <ul style="list-style-type: none"> • Concept and objectives of employee compensation • Importance of compensation in HRM • Components of compensation (direct and indirect compensation) <p>1.2 Wage and Salary Administration</p> <ul style="list-style-type: none"> • Wage concepts: minimum wage, fair wage and living wage • Factors influencing wage determination • Job evaluation: meaning, objectives and methods • Pay structures and pay grades 	(15)
II	<p>2.1 Incentive Plans</p> <ul style="list-style-type: none"> • Meaning and objectives of incentive plans • Individual incentive plans • Group incentive plans • Profit sharing and gain sharing <p>2.2 Compensation Policies in India</p> <ul style="list-style-type: none"> • Role of government in wage determination • Overview of important labour laws related to wages (Minimum Wages Act, Payment of Wages Act, Equal Remuneration Act) 	(15)
III	<p>Employee Benefits and Modern Compensation Practices</p> <p>3.1 Employee Benefits and Fringe Benefits</p> <ul style="list-style-type: none"> • Meaning and objectives of employee benefits • Types of benefits: statutory and non-statutory benefits • Social security benefits <p>3.2 Retirement and Social Security Benefits</p> <ul style="list-style-type: none"> • Provident Fund • Gratuity • Pension schemes • Employee State Insurance (ESI) 	(15)

IV	<p>4.1. Work–Life and Welfare Benefits</p> <ul style="list-style-type: none"> • Paid leave and holidays • Health insurance and medical benefits • Employee welfare schemes • Work–life balance initiatives <p>4.2 Modern Trends in Compensation</p> <ul style="list-style-type: none"> • Performance-based pay • Flexible benefit plans • Executive compensation • Compensation challenges in the global environment 	(15)
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References:

1. Compensation and Reward Management – B. D. Singh (Excel Books).
2. Compensation Management – Dipak Kumar Bhattacharyya.
3. Strategic Compensation: A Human Resource Management Approach – Joseph J. Martocchio.
4. Compensation Management in a Knowledge-Based World – Richard I. Henderson.
5. The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design – Lance A. Berger.
6. Reward Management: A Handbook of Remuneration Strategy and Practice – Michael Armstrong and Helen Murlis.
7. Understanding Wages and Compensation Management – A. M. Sarma.

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Theory Examination Pattern for Major

I	Continuous Internal Assessment	
a	One class test (Short answers/Objectives/ Multiple Choice) <ul style="list-style-type: none">• 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	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	Retail Management
Course offered as	Minor
Course Code	RUMSMNM605
Semester	VI
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives: To enhance the abilities of learners to
CLO1	To familiarize the students with retail management concepts and operations
CLO2	To provide understanding of retail management and types of retailers
CLO3	To develop an understanding of retail management terminology including merchandize management, store management and retail strategy.
CLO4	To acquaint the students with legal and ethical aspects of retail management

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the concept of Retail management and the importance of E-tailing
CO2	Discuss the various applications of IT in Retail and importance of Airport retailing
CO3	Analyse the working of Store Design, Store Layout, Signage and Graphics and Feature Areas
CO4	Define the steps in Retail strategy and pricing
CO5	Describe the concept of Merchandise management, types and principles
CO6	Highlight the importance of Mall management, ethical issues and career options in retailing

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p data-bbox="389 405 850 439"><u>Retail Management- An overview</u></p> <ul style="list-style-type: none"> <li data-bbox="437 479 1276 555">❖ Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <li data-bbox="437 562 1107 595">❖ E-tailing- Meaning, Advantages and Limitations <li data-bbox="437 602 1276 723">❖ I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels <li data-bbox="437 730 703 763">❖ Airport Retailing <li data-bbox="437 770 1276 846">❖ Store Design, Store Layout, Signage and Graphics, Feature Areas <li data-bbox="437 853 1254 887">❖ Use of AI for enhancing customer experience (case studies) 	(15)
II	<p data-bbox="394 969 903 1003"><u>Retail Consumer and Retail Strategy</u></p> <ul style="list-style-type: none"> <li data-bbox="437 1048 1174 1081">❖ Meaning of Retail Shopper, Types of Retail Shoppers <li data-bbox="437 1088 1241 1164">❖ Retail Strategy: Meaning, Steps in Developing Retail Strategy <li data-bbox="437 1171 1241 1247">❖ Merchandise management - Concept, Types of Merchandise, Principles of Merchandising <li data-bbox="437 1254 791 1288">❖ Retail pricing strategies <li data-bbox="437 1294 1241 1415">❖ Mall Management - Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management <li data-bbox="437 1422 820 1456">❖ Ethical issues in Retailing <li data-bbox="437 1462 839 1496">❖ Career Options in Retailing 	(15)

References:

- 1) Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill
- 2) Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai.
- 3) Kishore Biyani, "It Happens in India",& " The Wall Mart Story"
- 4) Dunne Lusch, "Retail Management", South Western Cengage Learning

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I	Continuous Internal Assessment	
a	One class test - 3 concept testing (1 marks each) - Attempt any 2 out of 3 Questions (3.5 marks each)	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	Wealth Management
Course offered as	Minor
Course Code	RUMSMNF605
Semester	VI
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Learning Objectives: To enhance the abilities of learners to
CLO1	Make aware of concepts of tax planning available for wealth management.
CLO2	Understand applicability of various ratios in financial statements and computation of Tax liability

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain concepts, benefits, characteristic of wealth management
CO2	Find out various sources of wealth management and types of risk
CO3	Conduct analysis of financial statements with help of ratios
CO4	Interpret tax planning and calculate tax liability of persons

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Overview of Wealth Management</p> <p>A) Introduction to Wealth management Definition of Wealth management; understanding wealth management; wealth Management process; phases in wealth management process; wealth management market in India Holistic Planning Framework</p> <p>B) Sources of wealth; human Capital; Financial Capital; Financial Life Cycle; Working Life – Pre-family independence; Family; Pre-retirement; Retirement – Active retirement; Passive Retirement; Elderly Care; Retirement related risk – risk identification; Market Risk, Asset Allocation Risk, Interest Rate Risk, Inflation Risk, Health/liquidity risk, Longevity Risk</p>	(15)
II	<p>Financial Mathematics And Tax Planning:</p> <p>A) Financial Ratios</p> <p>EPS, PE Ratio, Dividend Payout and Yield Ratio, Return on Capital Employed Ratio</p> <p>B) Tax and Estate Planning:</p> <p>Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs and Deductions, Capital Gain, Carry Forward & Set-off, Retirement Planning & Tax Savings Schemes</p>	(15)

References:

Stuart E Lucas, Wealth, Wharton School Publishing
Dun & Bradstreet, Wealth Management, Tata McGraw – Hill Publishing Co. Ltd.
Ben Stein & Phil Demuth, Your Life Time Guide to Financial Planning, New Beginnings Press
Ram Niwas Lakhota, Subhash Lakhota, Tax and Succession Planning through Trusts and Wills, Vision Books Pvt Ltd
Narat Charupat, Huaxiong Huang & Moshe A. Milevsky, Strategic Financial Planning over the Life Cycle, Cambridge University Press
Roger G Ibbotson, Moshe A Milevsky and Kevin X Zhu, Lifetime Financial Advice : Human Capital, Asset Allocation and Insurance, Research Foundation of CFA Institute
Sundar Shankaran, Wealth Engine Indian Financial Planning and Wealth Management handbook, Vision Books Pvt. Ltd Hall of India

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I	Continuous Internal Assessment	
a	One class test - 3 concept testing (1 marks each) - Attempt any 2 out of 3 Questions (3.5 marks each)	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	Media planning & Management
Course offered as	Minor Marketing Elective
Course Code	RUMSMNM606
Semester	VI
No. of Credits	02
No. of lecture Hours/week	02

Sr No.	Course Objectives:
1	To understand Media Planning, Strategy and Management with reference to current business scenario.
2	To know the basic characteristics of all media to ensure most effective use of advertising budget
3	To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys
4	To understand and analyse audiences, channels, platforms, and advertisements
5.	

Course Outcome

	On completing the course, the student will be able to:
CO1	Explain the concepts, objectives, and importance of media planning in advertising and marketing communication.
CO2	To develop Media plan, media budget and schedule.
CO3	Explain media planning and its element media management and its process.
CO4	Assess the impact of digital and social media platforms on modern media planning strategies.

Detailed Syllabus

Module	Title with content	No. of lectures
I	<p>Overview of Media and Media Planning:</p> <p>1.1 Meaning of Media & Features of Media, Meaning of Media Planning, Scope of Media planning, Media Planning Elements, Role of Media in Business, Media Planning Process Challenges of Media Planning, Organization Structure of Media Company</p> <p>1.2 Media Research: Meaning, Role and Importance Sources of Media Research: Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey.</p>	(15)
II	<p>Media Mix and Media Strategy:</p> <p>2.1 Meaning, Need for Media Mix, Identifying Audience for Mass Media Factors Affecting Media Mix Decision, Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions, Types of Print Media, Advantages and Limitations Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations Radio Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</p> <p>2.2Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media. Media Strategy- Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components Steps in Formulating Media Strategies</p> <p>2.3 Media Budgeting, Buying & Scheduling: Media Budget: Meaning Factors to be considered while Framing a Budget: Importance of Media Budget. Methods of Setting Media Budget – Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</p> <p>Media Scheduling: Meaning, Importance Factors Affecting Scheduling: Scheduling Patterns – Continuity, Flighting, Pulsing Scheduling Strategies for Creating Impact: Road Block, Day or Day part Emphasis, Multiple Spotting, Teasers</p> <p>Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying, Buying Process: Buying Brief, Environmental Analysis, Science</p>	(15)

	and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy Buying brief:	

(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:

Reference Books:

1. Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010.
2. Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.
3. Larry Percy and Richard Elliott, Strategic Advertising Management Oxford University Press, Second

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I	Continuous Internal Assessment	
a	One class test - 3 concept testing (1 marks each) - Attempt any 2 out of 3 Questions (3.5 marks each)	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	Project Management
Course offered as	Minor
Course Code	RUMSMNF606
Semester	VI
No. of Credits	2
No. of lecture Hours/week	2

Sr No.	Course Learning Objectives:
CLO1	To familiarize the learners with the fundamental aspects of various issues associated with Project Management
CLO2	To give a comprehensive overview of Project Management as a separate area of Management
CLO3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management

Course Outcome

	On completing the course, the student will be able to:
CO1	Learn the fundamentals of project management
CO2	Identify the risk associated with the business
CO3	Frame Flash Report on Project Financing
CO4	Evaluate project cost benefit

Detailed Syllabus:

Module	Title with content	No. of lectures
I	Introduction to Project Management & Project Initiation 1.1 Introduction to Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management	15
II	Cost benefit analysis in projects Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions Project Termination & Solving Project Management Problems: Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects	15

Reference Books:

Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling, 2017
Jack.R.Meredith & Samuel.J.Mantel, Jr., Project Management – A Managerial Approach, 2013
Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control, 2000

**Royal College of Arts, Science and Commerce
(Autonomous)**

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)

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

