

University of Mumbai

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विद्याविषयक प्राधिकरणे
सभा आणि सेवा विभाग (ए.ए.एम.एस)
रूम नं. १२८ एम.जी.रोड, फोर्ट,
मुंबई - ४०० ०३२
टेलिफोन नं - ०२२ - ६८३२००३३

(नॅक पुनर्मूल्यांकनाद्वारे ३.६५ (सी.जी.पी.ए.) सह अ++ श्रेणी
विद्यापीठ अनुदान आयोगाद्वारे श्रेणी १ विद्यापीठ दर्जा)


क्र.वि.प्रा.स.से./आयसीडी/२०२५-२६/३७

दिनांक : २७ मे, २०२५

परिपत्रक:-

सर्व प्राचार्य/संचालक, संलग्नित महाविद्यालये/संस्था, विद्यापीठ शैक्षणिक विभागांचे संचालक/ विभाग प्रमुख यांना कळविण्यात येते की, राष्ट्रीय शैक्षणिक धोरण २०२० च्या अमलबजावणीच्या अनुषंगाने शैक्षणिक वर्ष २०२५-२६ पासून पदवी व पदव्युत्तर अभ्यासक्रम विद्यापरिषदेच्या दिनांक २८ मार्च २०२५ व २० मे, २०२५ च्या बैठकीमध्ये मंजूर झालेले सर्व अभ्यासक्रम मुंबई विद्यापीठाच्या www.mu.ac.in या संकेत स्थळावर NEP २०२० या टॅब वर उपलब्ध करण्यात आलेले आहेत.

मुंबई - ४०० ०३२
२७ मे, २०२५


(डॉ. प्रसाद कारंडे)
कुलसचिव

Copy forwarded for information and necessary action to :-	
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6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
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18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

Copy for information :-	
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4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
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As Per NEP 2020

University of Mumbai



Syllabus for Major Vertical – 1 & 4		
Name of the Programme – Bachelor of Management Studies (BMS)		
Faculty of Commerce & Management		
Board of Studies in Bachelor of Management Studies (BMS)		
U.G. Second Year Programme	Exit Degree	U.G. Diploma in Bachelor of Management Studies (BMS)
Semester		III & IV
From the Academic Year		2025-26

University of Mumbai



(As per NEP 2020)

Sr. No.	Heading	Particulars
1	Title of program O: _____	Bachelor of Management Studies (BMS)
2	Exit Degree	U.G. Diploma in Bachelor of Management Studies (BMS)
3	Scheme of Examination R: _____	NEP 40% Internal 60% External, Semester End Examination Individual Passing in Internal and External Examination
4	Standards of Passing R: _____	40%
5	Credit Structure R. CU-560C R. CU-560D	Attached herewith
6	Semesters	Sem. III & IV
7	Program Academic Level	5.00
8	Pattern	Semester
9	Status	New
10	To be implemented from Academic Year	2025-26

Sd/-

Sign of the BOS
Chairman
Prof. Kanchan
Fulmali
Board of Studies in
BMS

Sd/-

Sign of the
Offg. Associate Dean
Prin. Kishori Bhagat
Faculty of Commerce &
Management

Sd/-

Sign of the
Offg. Associate Dean
Prof. Kavita Laghate
Faculty of Commerce &
Management

Sd/-

Sign of the
Offg. Dean
Prin. Ravindra
Bambardekar
Faculty of
Commerce &
Management

**Under Graduate Diploma in Bachelor of Management Studies (BMS)
Credit Structure (Sem. III & IV)**

	R. CU-560C									
Level	Semester	Major		Minor	OE	VSC, SEC (VSEC)	AEC, VEC, IKS	OJT, FP, CEP, CC, RP	Cum. Cr. / Sem.	Degree/ Cum. Cr.
		Mandatory	Electives							
5.0	III	8 (1*4 + 2*2)		4	2	VSC:2	AEC:2	FP: 2, CC:2	20-22	UG Diploma 88
	Business Economics (4) AND (HR) Introduction to HR (2) Recruitment and Selection (2) OR (Marketing) Introduction to Marketing (2) Sales and Distribution Management (2) OR (Finance) Introduction to Finance (2) Basics of Financial Services (2)		Minor as per Vertical 2 'Minor' Provided by University. (4) (Minor)	Open Elective as per Vertical 3 'Open Elective Basket' Provided by University(2)	(HR) OB and HRM (2) OR (Marketing) Consumer Behavior (2) OR (Finance) Equity and Debt Markets (2)	AEC as per Vertical 5 Provided under University Basket	CC as per vertical 6 available on University of Mumbai website (CC 2) (CC/NSS/NC C/Sports/Extension work) and FP (FP 2)			
	R. CU-560D									
	IV	8 (2*4)		4	2	SEC:2	AEC:2	FP: 2, CC:2	20-22	
		Production & Total Quality Management (4) Introduction to RM (2) AND (HR) Human Resource Planning (2) OR (Marketing) Rural Marketing (2) OR (Finance) Strategic Financial Management (2)		Minor as per Vertical 2 'Minor' Provided by University. (4) (Minor)	Open Elective as per Vertical 3 'Open Elective Basket' Provided by University(2) OR SWAYAM Course (2)	(HR) Performance Management and Career Planning (2) OR (Marketing) Tourism Marketing (2) OR (Finance) Risk Management (2)	AEC as per Vertical 5 Provided under University Basket	CC as per vertical 6 available on University of Mumbai website (CC 2) (CC/NSS/NC C/Sports/Extension work) and FP (FP 2)		
	Cum Cr.	28		10	12	6+6	8+4+2	8+4	88	
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										

[Abbreviation - OE – Open Electives, VSC – Vocation Skill Course, SEC – Skill Enhancement Course, (VSEC), AEC – Ability Enhancement Course, VEC – Value Education Course, IKS – Indian Knowledge System, OJT – on Job Training, FP – Field Project, CEP – Continuing Education Program, CC – Co-Curricular, RP – Research Project]

Semester III & IV Courses as per Approved Structure

No. of courses	Semester III	Credits	No. of courses	Semester IV	Credits
1	Major (Mandatory)				
1(A)	Business Economics	04	1(A)	Production and Total Quality Management	04
			1(B)	Introduction to Research Methodology	02
1(B)	(Any one group from a, b or c)		1(C)	(Any one group from a, b or c)	
1(B) a	Human Resources		1(C) a	Human Resources	
	Introduction to HR	02		Human Resource Planning	02
	Recruitment & Selection	02			
1(B) b	Marketing		1(C) b	Marketing	
	Introduction to Marketing	02		Rural Marketing	02
	Sales and Distribution Management	02			
1(B) c	Finance		1(C) c	Finance	
	Introduction to Finance	02		Strategic Financial Management	02
	Basics of Financial Services	02			
2	* List of Minor Courses for Semester II as per Vertical 2 ‘Minor’ Provided by University				
2(A)	Minor	04	2(A)	Minor	04
3	Vocational Skill Course and Skill Enhancement Course (VSC & SEC) (Any One group from A, B or C)				
3(A)	Human Resources		3(A)	Human Resources	
	OB and HRM	02		Performance Management and Career Planning	02
3(B)	Marketing		3(B)	Marketing	
	Consumer Behaviour	02		Tourism Marketing	02
3(C)	Finance		3(C)	Finance	
	Equity and Debt Markets	02		Risk Management	02
4	Ability Enhancement Course (AEC) (From University Assigned Basket)				
4(A)	Ability Enhancement Course (AEC)	02	4(A)	Ability Enhancement Course (AEC)	02
5	FP/CC (CC as per vertical 6 available on University of Mumbai website)				
5(A) i	Field Project	02	5(A) i	Community Engagement Project	02
5(A) ii	CC/NSS/NCC/Sports/Extension work	02	5(A) ii	CC/NSS/NCC/Sports/Extension work	02
6	Open Elective (From University Assigned Basket) (4 Credit 2+2)				
6(A)	Open Elective	02	6(A)	Open Elective	02

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Semester - III

Vertical – 1
Major - 1

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Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Business Economics	4
From the Academic Year	2025-26

Syllabus

Bachelor of Management Studies

(Sem.- III)

Title of Paper: Business Economics

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to	Business Economics explores the application of economic principles to managerial decision-making in a business context. Students will learn key concepts such as opportunity cost, marginal analysis, and elasticity, while also analyzing production, cost decisions, and various market structures. The course equips students with practical tools for evaluating pricing strategies and enhancing organizational performance.
2	Vertical:	Major
3	Type :	Theory
4	Credit:	4 credits
5	Hours Allotted :	60 Hours
6	Marks Allotted:	50 Marks/100 Marks
7	Course Objectives: <ol style="list-style-type: none"> Fundamental Concepts: Understand and articulate key economic concepts such as opportunity cost, marginal analysis, and elasticity to inform managerial decisions. Production and Cost Analysis: Analyze production processes and cost structures using economic tools, including production functions and break-even analysis, in both short-run and long-run scenarios. Market Structure Evaluation: Distinguish between various market structures and assess pricing and output decisions under conditions of perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing Strategies Application: Identify and implement effective pricing strategies, such as cost-plus and marginal cost pricing, in real-world business situations to optimize profitability. 	
8	Course Outcomes: <p>CO1: Student should be able to define and explain the fundamental concepts of business economics such as opportunity cost, marginal analysis, and elasticity for effective managerial decision making.</p> <p>CO2: Student should be able to analyze and interpret production and cost-related decisions using economic tools like production functions, cost curves, and break-even analysis in both short-run and long-run contexts.</p> <p>CO3: Student should be able to distinguish between different market structures and evaluate pricing and output decisions under perfect competition, monopoly, monopolistic competition, and oligopoly with practical insights.</p> <p>CO4: Student should be able to identify and apply various pricing strategies and practices such as cost-plus pricing, marginal cost pricing, and transfer pricing in real-world business scenarios.</p>	

9	Modules:	
	Module 1: Introduction and Demand Analysis	
	<ul style="list-style-type: none"> • Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium • Demand Function - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods (numerical illustrations on trend analysis and simple linear regression) 	
	Module 2: Supply and Production Decisions and Cost of Production	
	<ul style="list-style-type: none"> • Production function: short run analysis with Law of Variable Proportions Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale. • Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications) 	
	Module 3 Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	
	<ul style="list-style-type: none"> • Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under • Monopoly Monopolistic competition: Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples) • Oligopolistic markets: key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models (with practical examples) 	
10	Module 4 Unit 4: Pricing Practices	
	<ul style="list-style-type: none"> • Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing • (case studies on how pricing methods are used in business world) 	
11	Text Books: <ol style="list-style-type: none"> 1. Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases 2. Hirschey .M., Managerial Economics, Thomson South western 3. Salvatore, D.: Managerial Economics Principles and Worldwide Applications 	
12	Reference Books: <ol style="list-style-type: none"> 1. Gregory Mankiw., Principles of Economics, Thomson South western 2. Samuelson & Nordhas : Economics (Tata McGraw Hill) 3. Pal Sumitra, Managerial Economics cases and concepts (Macmillan) 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination

13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	
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Vertical – 1
Major - 2

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Introduction to HR	2
From the Academic Year	2025-26

Syllabus

Bachelor of Management Studies

(Sem.- III)

Title of Paper: Introduction to HR

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to	Human Resources (HR) encompasses the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of its objectives. It involves a range of activities, including talent acquisition, employee development, performance management, compensation and benefits, and fostering positive employee relations. Effective HR aims to maximize employee performance, well-being, and engagement, ultimately contributing to organizational success and sustainability. Through a combination of theoretical foundations and case studies, students will be equipped to apply HR principles to improve organizational performance and employee well-being.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: The students should be able to <ol style="list-style-type: none"> 1. Understand the significance of human resource in the organization and various factors influencing HRM and different approaches of HRM. 2. Apply HR planning and job analysis techniques in organizational settings. 3. Learn about the concept of Human Relations and employee morale for effective HRM. 4. Evaluate HRM strategies for managing challenges like employee diversity and turnover, and create effective solutions 	
8	Course Outcomes: CO1: Learners can acquire a perspective on the emergence and evolution of human resource management function over a period of time and explore the role of HR in any organization. CO2: Learners will analyze the effects of leadership styles and employee morale on organizational performance. CO3: Learners should understand the issues and challenges of human resource management i.e. employee turnover, employee morale, work life balance. CO4: Learners should be able to assess HRM strategies and develop solutions for managing challenges such as employee diversity and turnover.	

9	Modules:	
	Module 1: Introduction to Human Resource Management (HRM) & HRP	
	<ol style="list-style-type: none"> 1. Human Resource Management- Definition-Scope of HRM- Objectives of HRM- Functions of HRM 2. Evolution of HRM- Human Resource Manager-Role of Human Resource Manager- Qualities of a good HR Manager- Challenges faced by Human Resource Manager 3. Human Resource Planning (HRP)- Meaning of HRP- Definition of HRP- Factors influencing HRP- Steps involved in in process of HRP 4. Job Analysis- Meaning- Process and Components of Job Analysis- Tools and Techniques in Job Analysis - Job Design- Meaning - HRIS 	
	Module 2: Human Relations and Recent Trends in HRM	
	<ol style="list-style-type: none"> 1. Human Relations-Concept -Meaning- Significance of Human Relations- Leadership: Concept and Essentials of a good Leadership - Transactional and Transformational Leadership 2. Employee Morale- Meaning- Factors Influencing Employee Morale- Employee Welfare Measures- Stress Management-Reasons and Strategies for coping with Stress 3. Quality of Work Life (QWL): Concept- Significance of QWL to employees - Redundant manpower- HR Audit - Talent Management, Employee Burnout 4. Employee Diversity - Labour Turnover -Absenteeism - Sexual Harassment at Workplace - Millennial Competency Mapping - International HR Practices 	
10	Reference Books: <ol style="list-style-type: none"> 1. Aswathappa, K. & Dash, S. (2021). Human Resource Management-Text and cases (9th Ed.), Tata McGraw-Hill. 2. Chhabra, T. N. & Chhabra, M. (2020). Human Resource Management. New Delhi: Sun India Publications. 3. Decenzo, D. A., & Robbins, S. P. (2009). Fundamental of Human Resource Management, New Jersey: Wiley. 4. Dessler G. & Varrkey B. (2020). Human Resource Management, Sixteenth Edition, Pearson Paperback. 5. French, W. L. (2006). Human Resource Management. Boston: Houghton Mifflin. 6. Gupta, C. B. (2018). Human Resource Management. New Delhi: Sultan Chand & Sons. 7. Pattanayak, B. (2019). Human Resource Management (6th ed.). PHI learning 8. Prasad, L. M. (2018). Human Resource Management. New Delhi: Sultan Chand & Sons 9. Rao, V. S. P. (2020). Human Resource Management (2nd Ed.). New Delhi: Taxmann Pvt. Ltd. 	

	10. Sengupta, A. (2018). Human Resource Management, Sage Textbook.	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Vertical – 1

Major – 3

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Recruitment and Selection	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- III)

Title of Paper: Recruitment and Selection

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	The Recruitment & Selection course offers an in-depth exploration of the fundamental principles and practices involved in attracting and selecting talent within organizations. Through a blend of theoretical knowledge and practical application, students will learn to navigate the complexities of recruitment strategies, selection processes, and the challenges faced in human resource management, ultimately preparing them for successful careers in HR.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives:	<ol style="list-style-type: none"> 1. To equip students with a comprehensive understanding of recruitment concepts, objectives, and their significance within the broader context of human resource management. 2. To enable students to identify and differentiate between various recruitment sources and techniques, fostering adaptability in both traditional and modern recruitment practices. 3. To provide students with the skills to analyze the selection process, including the application of appropriate criteria and screening methods to ensure effective candidate evaluation. 4. To prepare students to address common challenges in recruitment and selection, enhancing their ability to conduct effective interviews and implement strategies to overcome selection obstacles.
8	Course Outcomes:	<p>CO1: Student should be able to define and explain the concepts, objectives, scope, and importance of recruitment in human resource management.</p> <p>CO2: Student should be able to identify and differentiate between various sources, types, and techniques of recruitment, including traditional and modern methods.</p> <p>CO3: Student should be able to describe and analyze the selection process, including criteria, application procedures, screening methods, and selection tests.</p> <p>CO4: Student should be able to evaluate common challenges in recruitment and selection, and apply strategies to conduct effective interviews and overcome selection hurdles.</p>

9	Modules:	
	Module 1: Recruitment	
	<ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment • Source or Type of Recruitment – a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (InHouse, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). • Technique of Recruitment-Traditional Vs Modern Recruitment • Evaluation of Recruitment-Outsourcing Programme 	
	Module 2: Selection	
	<ul style="list-style-type: none"> • Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). • Screening-Pre and Post Criteria for Selection, Steps of Selection • Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. • Selection Hurdles and Ways to Overcome Them 	
10	Text Books: <ol style="list-style-type: none"> 1. Dipak Kumar Bhattacharya - Human Resource Management 2. Arun Monappa- Managing Human Resource 3. C.B. Memoria -Personnel Management 	
11	Reference Books: <ol style="list-style-type: none"> 1. Armstrong, Michael & Baron Angela. (2005).Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House. 2. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Vertical – 1
Major – 4

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Introduction to Marketing	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- III)

Title of Paper: Introduction to Marketing

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	The Introduction to Marketing course offers a comprehensive overview of the key principles and practices that shape the marketing landscape. Through a blend of theoretical frameworks and practical applications, students will explore fundamental marketing concepts, environmental influences, and the marketing mix, equipping them with the skills necessary to navigate contemporary marketing challenges and trends.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a solid understanding of fundamental marketing concepts, the marketing environment, and the distinctions between marketing and selling. 2. To enable students to identify and analyze both micro and macro environmental factors that influence marketing decisions, while emphasizing the importance of marketing research and management information systems (MIS). 3. To equip students with the knowledge to describe the elements of the marketing mix—product, price, place, and promotion—and apply these concepts to practical marketing scenarios. 4. To prepare students to understand and implement the principles of segmentation, targeting, and positioning, while evaluating emerging trends in marketing such as e-marketing, social media marketing, and relationship marketing. 	
8	Course Outcomes: CO1: Student should be able to define and explain fundamental marketing concepts, the marketing environment, and the differences between marketing and selling. CO2: Student should be able to identify and analyze the micro and macro environmental factors influencing marketing decisions and explain the role of marketing research and MIS. CO3: Student should be able to describe the elements of the marketing mix, including product, price, place, and promotion, and apply these concepts to real-world marketing scenarios. CO4: Student should be able to understand and apply the principles of segmentation, targeting, and positioning, and evaluate new trends in marketing such as e-marketing, social media marketing, and relationship marketing.	

9	Modules:		
	<p>Module 1: Introduction to Marketing/ Marketing Environment, Research and Consumer Behaviour</p> <ul style="list-style-type: none"> • Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function • Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. • Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing. • The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders. • Macro environment: Political Factors; Economic Factors; Socio Cultural Factors, Technological Factors (PEST Analysis) • Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research • MIS: Meaning, features and Importance • Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour 		
	<p>Module 2: Marketing Mix/ Segmentation, Targeting and Positioning and Trends In Marketing</p> <ul style="list-style-type: none"> • Marketing mix: Meaning –elements of Marketing Mix. • Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. • Branding –Packing and packaging – role and importance • Pricing – objectives-factors influencing pricing policy and Pricing strategy. • Physical distribution – meaning – factor affecting channel selection-types of marketing channels • Promotion – meaning and significance of promotion. Promotion tools (brief) • Segmentation – meaning , importance , basis • Targeting – meaning , types • Positioning – meaning – strategies • New trends in marketing – E-marketing , Internet marketing and marketing using Social network Social marketing/ Relationship marketing 		
10	<p>Text Books:</p> <ol style="list-style-type: none"> 1. Philip Kotler & Gary Armstrong - Principles of Marketing 2. Philip Kotler & Kevin Lane Keller - Marketing Management 3. Michael R. Solomon - Consumer Behavior: Buying, Having, and Being 4. Naresh K. Malhotra - Marketing Research: An Applied Orientation 		
11	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Leon G. Schiffman & Leslie Lazar Kanuk - Consumer Behavior 2. William D. Perreault Jr., Joseph P. Cannon, and E. Jerome McCarthy - Essentials of Marketing 3. Alexander Chernev - Strategic Marketing Management 4. Louis E. Boone & David L. Kurtz - Contemporary Marketing 5. Gary Armstrong & Philip Kotler - Marketing: An Introduction 		
12	<table border="1"> <tr> <td data-bbox="196 2096 847 2175">Internal Continuous Assessment: 40%</td> <td data-bbox="847 2096 1450 2175">External, Semester End Examination 60% Individual Passing in Internal and</td> </tr> </table>	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and
Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and		

		External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Sales and Distribution Management	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- III)

Title of Paper: Sales and Distribution Management

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	The Sales & Distribution Management course delves into the essential principles and practices that govern the sales and distribution functions within organizations. By combining theoretical insights with practical applications, students will learn to navigate the complexities of sales strategies, market analysis, and customer relationship management, ultimately preparing them for successful careers in sales and distribution management.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a foundational understanding of the concepts, evolution, and structure of sales and distribution management, emphasizing the roles and functions of sales departments and intermediaries. 2. To enable students to analyze the integration of sales, marketing, and distribution functions, fostering effective customer relationship management and enhancing internal marketing strategies. 3. To equip students with the skills to apply various methods of market analysis, sales forecasting, and sales quota setting for effective planning and evaluation of sales performance. 4. To prepare students to describe and demonstrate effective selling processes and strategies, while distinguishing between different types of selling in both national and international contexts. 	
8	Course Outcomes: <p>CO1: Student should be able to define and explain the concepts, evolution, and structure of sales and distribution management, including the roles and functions of sales departments and intermediaries.</p> <p>CO2: Student should be able to analyze the integration of sales, marketing, and distribution functions within an organization for effective customer relationship management and internal marketing.</p> <p>CO3: Student should be able to apply various methods of market analysis, sales forecasting, and sales quota setting to plan and evaluate sales performance.</p> <p>CO4: Student should be able to describe and demonstrate effective selling processes, strategies, and skills, and distinguish between different types of selling in national and international contexts.</p>	

9	Modules:	
	Module 1: Introduction	
	<p>a) Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions.</p> <ul style="list-style-type: none"> Qualities of a Sales Manager Sales Management: Meaning, Developments in Sales Management, Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure <p>b) Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.</p> <p>c) Integration of Marketing, Sales and Distribution</p>	
	Module 2: Market Analysis and Selling	
	<p>a) Market Analysis: Market Analysis and Sales Forecasting, Methods of Sales Forecasting</p> <ul style="list-style-type: none"> Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota Factors Determining Fixation of Sales Quota Assigning Territories to Salespeople <p>b) Selling:</p> <ul style="list-style-type: none"> Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy Difference Between Consumer Selling and Organizational Selling Difference Between National Selling and International Selling 	
10	Text Books: <ol style="list-style-type: none"> Spencer H. Hornby - Sales Management: Concepts and Cases William J. Stanton, Michael J. Etzel, Bruce J. Walker - Fundamentals of Marketing K.K. Bajaj & Rajnish Tiwari - Sales and Distribution Management P.K. Agrawal - Sales Management M. S. Ramaswamy & S. Namakumari - Marketing Management 	
11	Reference Books: <ol style="list-style-type: none"> Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni - Sales Management: Decisions, Strategies, and Cases C. Donald J. Bowersox & David J. Closs - Logistics Management: The Integrated Supply Chain Process C.B. Memoria - Personnel Management Anderson, R.E., & Narus, J.A. - Business Marketing: Understanding and Creating Value Dr. Rajendra P. Maheshwari - Sales and Distribution Management: A Strategic Perspective 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination

13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	
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Vertical – 1
Major – 5

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Introduction to Finance	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- III)

Title of Paper: Introduction to Finance

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	The Introduction to Finance course provides a comprehensive overview of the principles and practices of financial management within organizations. By integrating theoretical knowledge with practical applications, students will explore key financial concepts, the role of finance managers, and various financing options, equipping them with the skills necessary to make informed financial decisions in a dynamic business environment.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a foundational understanding of key concepts, scope, and objectives of financial management, along with the roles and responsibilities of finance managers within organizations. 2. To enable students to analyze the organizational framework of financial management and comprehend the interrelationships between the finance department and other functional areas. 3. To equip students with the knowledge to explain capital structure concepts, identify influencing factors, and evaluate various sources of external and internal financing, including shares, debentures, and public deposits. 4. To prepare students to assess the advantages, limitations, and applications of different financing options, such as reserves, retained earnings, dividend policies, and depreciation, in the context of organizational finance decisions. 	
8	Course Outcomes: CO1: Student should be able to define and explain the key concepts, scope, and objectives of financial management, and describe the role and responsibilities of the finance manager within an organization. CO2: Student should be able to analyze the organizational framework of financial management and understand the relationship between the finance department and other functional areas. CO3: Student should be able to explain the concept of capital structure, identify the factors influencing it, and evaluate the different sources of external and internal financing, including shares, debentures, and public deposits. CO4: Student should be able to assess the advantages, limitations, and applications of various financing options such as reserves, retained earnings, dividend policies, and depreciation in the context of organizational finance decisions.	
9	Modules: Module 1: Introduction to Finance	

	<p>Finance, Definition, Nature and scope of Finance function Financial Management: Meaning, scope and objectives Organisational framework of financial management- Relationship of finance department with other departments- Role of Finance Manager</p> <p>Module 2: Introduction to Group Behaviour</p> <ul style="list-style-type: none"> • Meaning of Capital Structure- Criteria of determining capital structure- factors influencing capital structure. • Shares - Meaning, types, advantages, limitations Debentures- Meaning, types, advantages, limitations Public Deposits- Meaning, advantages, limitations Borrowing from banks- types of loans, advantages, limitations. • Reserves and surplus, bonus shares, retained earnings, Dividend policy, Role of Depreciation, Importance, advantages and limitations of these sources 	
10	<p>Text Books:</p> <ol style="list-style-type: none"> 1. Prasanna Chandra - Financial Management: Theory and Practice 2. I.M. Pandey - Financial Management 3. S. N. Maheshwari - Financial Management 4. Eugene F. Brigham & Michael C. Ehrhardt - Financial Management: Theory & Practice 5. Hampton, J. J. - Financial Decision Making 	
11	<p>Reference Books:</p> <ol style="list-style-type: none"> 1. M.Y. Khan & P.K. Jain - Financial Management: Text, Problems, and Cases 2. J. Fred Weston & Eugene F. Brigham - Essentials of Managerial Finance 3. David K. Eiteman, Arthur I. Stonehill, and Michael H. Moffett – Multinational Business Finance 4. John J. Wild, K. R. Subramanyam, and Robert F. Halsey - Financial Statement Analysis 5. Peter L. Bernstein - Against the Gods: The Remarkable Story of Risk 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Vertical – 1
Major – 6

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Basics of Financial Services	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- III)

Title of Paper: Basics of Financial Services

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	The Basics of Financial Services course offers an in-depth exploration of the Indian financial system, focusing on its key components, regulatory frameworks, and the roles of various financial institutions. Through a combination of theoretical insights and practical applications, students will gain a solid understanding of financial markets, banking functions, and the regulatory environment, equipping them with the knowledge necessary to navigate the complexities of financial services in India.
2	Vertical:	Major
3	Type :	Theory
4	Credit:	2 credits
5	Hours Allotted :	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives:	<ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of the key components, functions, and regulatory framework of the Indian financial system, emphasizing the roles of the Securities and Exchange Board of India (SEBI) and the Reserve Bank of India (RBI). 2. To enable students to analyze the structure and functions of financial markets, distinguishing between organized and unorganized markets, and to explain the roles of major financial intermediaries within these markets. 3. To equip students with knowledge about the functions of commercial banks, their investment policies, and asset structures, while understanding the implications of liquidity, non-performing assets, and capital adequacy norms. 4. To prepare students to evaluate the roles and functions of various financial institutions, including the Reserve Bank of India, development banks, non-banking financial companies (NBFCs), mutual funds, insurance companies, and merchant banking firms.
8	Course Outcomes:	<p>CO1: Student should be able to define and explain the key components, functions, and regulatory framework of the Indian financial system, with a focus on the roles of SEBI and RBI.</p> <p>CO2: Student should be able to analyze the structure and functions of financial markets, distinguishing between organized & unorganized markets, and explain the roles of major financial intermediaries.</p> <p>CO3: Student should be able to describe the functions of commercial banks, their investment policies, and asset structures, while also understanding the implications of liquidity, non-performing assets, and capital adequacy norms.</p> <p>CO4: Student should be able to evaluate the roles and functions of the Reserve Bank of India, development banks & other financial institutions like NBFCs, mutual funds, insurance companies, and merchant banking firms.</p>
9	Modules:	

	Module 1: Financial System and Services	
	An overview of Financial System, Financial Markets, Structure of Financial Market (Organized and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System (Overview of SEBI and RBI-Role and Importance as regulators, Role of other regulators like IRDA, PFRDA).	
	Module 2: Commercial Banks, RBI, Development Banks	
	<ul style="list-style-type: none"> • Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms. • Reserve Bank of India - Organization & Management, Role And Functions • Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks • Introduction to NBFCs, Mutual Funds, Insurance companies and Merchant Banking Firms 	
10	Text Books: <ol style="list-style-type: none"> 1. Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company 2. Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co 3. A. Avadhani , Marketing of Financial Services 	
11	Reference Books: <ol style="list-style-type: none"> 4. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi. 5. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi. 6. Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi. 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

VSC - 1

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of VSC	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
OB and HRM	2
From the Academic Year	2025-26

Syllabus

Bachelor of Management Studies

(Sem.- III)

Title of Paper: OB and HRM

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	The OB & HRM course provides a comprehensive overview of organizational behavior and human resource management, focusing on their interrelationship and impact on organizational effectiveness. Through a blend of theoretical frameworks and practical applications, students will explore key concepts, models, and strategies in both fields, equipping them with the skills necessary to navigate the complexities of managing people and organizational dynamics in diverse environments.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a foundational understanding of the concept, evolution, and significance of organizational behavior, while exploring the impact of cross-cultural dynamics on organizational culture and climate. 2. To enable students to describe various models of organizational behavior, such as autocratic, custodial, supportive, collegial, and SOBC, and analyze their relevance within the Indian organizational context. 3. To equip students with knowledge about the meaning, objectives, and functions of Human Resource Management (HRM), and assess its role in enhancing organizational effectiveness. 4. To prepare students to evaluate the processes and strategies of Human Resource Planning (HRP) and Human Resource Development (HRD), including global HR strategies, and understand their importance in fostering organizational growth. 	
8	Course Outcomes: <p>CO1: Student should be able to define and explain the concept, evolution, and importance of organizational behavior, and understand the impact of cross-cultural dynamics on organizational culture and climate.</p> <p>CO2: Student should be able to describe various models of organizational behavior (e.g., autocratic, custodial, supportive, collegial, and SOBC) and analyze their relevance in the Indian organizational context.</p> <p>CO3: Student should be able to explain the meaning, objectives, and functions of Human Resource Management (HRM), and assess the role of HRM in enhancing organizational effectiveness.</p> <p>CO4: Student should be able to evaluate the process and strategies of Human Resource Planning (HRP) and Human Resource Development (HRD), including global HR strategies, and understand their importance in organizational growth.</p>	
9	Modules: Organisation Behaviour - I	
	Module 1: Introduction and Demand Analysis (15 Hours)	

	<ul style="list-style-type: none"> • Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB • Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate • Individual and Group Behaviour - OB models–Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB • Human Relations and Organizational Behaviour 	
	Module 2: Human Resource Management - I	
	<ul style="list-style-type: none"> • HRM-Meaning, objectives, scope and functions • HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies • HRD-Concept ,meaning, objectives, HRD functions 	
10	Text Books: <ol style="list-style-type: none"> 1. Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston. 2. Prasad L M, Organizational Behaviour, Sultan Chand 3. Khanka S. S., Organizational Behaviour, S. Chand 4. P.L. Rao-International Human Resource 	
11	Reference Books: <ol style="list-style-type: none"> 1. Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas. 2. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi. 3. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York. 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

VSC - 2

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of VSC

Ad-hoc Board of Studies in Bachelor in Management Studies

UG Second Year Programme

Semester	III
Title of Paper	Credits
Consumer Behaviour	2
From the Academic Year	2025-26

Syllabus

Bachelor of Management Studies

(Sem.- III)

Title of Paper: Consumer Behaviour

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to	The Consumer Behaviour course offers an in-depth exploration of the psychological, social, and cultural factors that influence consumer decisions. By integrating theoretical insights with practical applications, students will gain a comprehensive understanding of consumer behavior dynamics, enabling them to effectively analyze and respond to the evolving needs and preferences of consumers in today's marketplace.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a foundational understanding of the key concepts, types, and significance of consumer behavior, while analyzing the consumer decision-making process and its various determinants. 2. To enable students to identify and explain the factors influencing consumer behavior at different stages of decision-making, including need recognition, and to describe the diversity of consumer types and their behaviors. 3. To equip students with the skills to evaluate environmental determinants of consumer behavior, such as family, social class, and cultural influences, and to explain their impact on purchasing decisions. 4. To prepare students to analyze emerging trends in consumer behavior, including the diffusion of innovations, adoption processes, and the distinctions between e-buyers and traditional brick-and-mortar buyers. 	
8	Course Outcomes: CO1: Student should be able to define and explain the key concepts, types, and importance of consumer behaviour, and analyze the consumer decision-making process and its determinants. CO2: Student should be able to identify and explain the factors influencing consumer behaviour at various stages of decision-making, including need recognition, and describe the diversity of consumer types and their behaviours. CO3: Student should be able to evaluate the environmental determinants of consumer behaviour, such as family, social class, and cultural influences, and explain their impact on purchasing decisions. CO4: Student should be able to analyze new trends in consumer behaviour, including the diffusion of innovations, adoption processes, and the differences between e-buyers and traditional brick-and-mortar buyers.	

9	Modules:
	Module 1: Introduction To Consumer Behaviour

	<ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and Importance • Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour-Types Of Consumer Behaviour • Profiling the consumer and understanding their needs • Consumer Decision Making Process and Determinants of Buyer • Behaviour, factors affecting each stage, and Need recognition. 	
	Module 2: Environmental Determinants of Consumer Behaviour & Consumer decision making models and New Trends	
	<ul style="list-style-type: none"> • Family Influences & Social Class Influences on Buyer Behaviour • Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences, role of opinion leaders in diffusion of innovation and in purchase process. • Cultural Influences on Consumer Behaviour Understanding cultural and subcultural influences on individual, norms and their role, customs, traditions and value system. • Diffusion of innovations, Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying 	
10	Text Books: <ol style="list-style-type: none"> 1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R - Consumer Behaviour 2. Solomon, M.R. - Consumer Behaviour – Buying, Having, and Being 3. Blackwell, R.D., Miniard, P.W., & Engel, J. F. - Consumer Behaviour. New Delhi: Cengage Learning 4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. - Consumer Behaviour – Building Marketing Strategy 	
11	Reference Books: <ol style="list-style-type: none"> 1. Loudan, David L and Bitta, A.J. Della Consumer Behaviour 2. Kotler, P. & Keller, K. L. - Marketing Management (Global Edition) ir, Suja R- Consumer Behaviour in Indian Perspective	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

VSC - 3

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of VSC	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	III
Title of Paper	Credits
Equity and Debt Markets	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- III)

Title of Paper: Equity and Debt Markets

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to	The Equity & Debt Markets course provides an in-depth exploration of the fundamental principles and practices governing equity and debt financing. Through a combination of theoretical insights and practical applications, students will gain a thorough understanding of market structures, regulatory frameworks, and the roles of various financial instruments and players, equipping them with the skills necessary to navigate the complexities of capital markets effectively.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of key concepts related to shares, debentures, public deposits, and bank borrowing, including their advantages, limitations, and roles in corporate financing. 2. To enable students to analyze the structure and growth of the equity market, understand the relationship between ownership and management in companies, and evaluate the development of equity culture in India. 3. To equip students with knowledge about the dynamics of the debt market, including the evolution of debt markets in India, money markets, regulatory frameworks, and the roles of various players in the debt market. 4. To prepare students to evaluate the functioning of primary and secondary equity markets, including methods such as IPOs, book building, and rights issues, while understanding the roles of stock exchanges and indices in the capital market. 	
8	Course Outcomes: CO1: Student should be able to define and explain the key concepts related to shares, debentures, public deposits, and borrowing from banks, including their advantages, limitations, and role in corporate financing. CO2: Student should be able to analyze the structure and growth of the equity market, understand the relationship between ownership and management in companies, and evaluate the development of the equity culture in India. CO3: Student should be able to describe the dynamics of the debt market, including the evolution of debt markets in India, money markets, and regulatory frameworks, and explain the role of various players in the debt market. CO4: Student should be able to evaluate the functioning of primary and secondary equity markets, including methods like IPO, book building, and rights issues, and understand the role of stock exchanges and indices in the capital market.	
9	Modules:- Per credit One module can be created	

Module 1: Introduction to Equity & Debt Market		
<ul style="list-style-type: none"> • Shares - Meaning, types, advantages, limitations Debentures- Meaning, types, advantages, limitations Public Deposits- Meaning, advantages, limitations Borrowing from banks- types of loans, advantages, limitations • Reserves and surplus, bonus shares, retained earnings, Dividend policy, Role of Depreciation, Importance, advantages and limitations of these sources • Equity market - meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position. • Debt market - Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market; Bonds: 1) Features of bonds 2) Types of bonds 		
Module 2: Dynamics of Equity & Debt Market		
<ul style="list-style-type: none"> • Secondary: 1)Definition & functions of stock exchanges 2)Evolution & growth of stock exchanges 3)Stock exchanges in India 4)NSE, BSE, OTCEI & overseas stock exchanges 5)Recent developments in stock exchanges 6)Stock market Indices 7) Players in stock Market • Primary: 1)IPO – methods followed (simple numerical) 2) Book building 3)Role of merchant bankers in fixing the price 4)Red herring prospectus – unique features 5)Numerical on sweat equity, ESOP & Rights issue of shares • Players in debt markets: 1)Govt. securities 2)Public sector bonds & corporate bonds 3)open market operations 4)Security trading corp. of India 5)Primary dealers in Govt. securities 		
10	Text Books: <ol style="list-style-type: none"> 1. Allen, Larry (1750-2000). The Global Financial System. 2. Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin. 3. Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modern perspective: TMIT 	
11	Reference Books: <ol style="list-style-type: none"> 1. LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.) 2. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.c(at least 3)	

Semester – IV

Vertical – 1

Major - 1

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	IV
Title of Paper	Credits
Product and Total Quality Management	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- IV)

Title of Paper: Production and Total Quality Management

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	This course on Production & Total Quality Management equips students with essential principles and practices for effective production management and quality assurance. Through theoretical knowledge and practical applications, students will explore key concepts in materials management, productivity, and quality improvement strategies, preparing them to optimize production processes and enhance organizational performance.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted :	60 Hours
6	Marks Allotted:	50 Marks/100 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of the components and objectives of production management, including manufacturing systems, product development, plant location, and plant layout. 2. To enable students to analyze the significance of materials management and apply various inventory control techniques, such as ABC, VED, and EOQ, to optimize material handling and inventory processes. 3. To equip students with knowledge of productivity and quality management concepts, exploring key quality philosophies and approaches like TQM, Deming, Juran, and Kaizen, while developing the ability to calculate basic productivity metrics. 4. To prepare students to evaluate quality improvement strategies and certifications, including Lean Thinking, Six Sigma, ISO standards, and the Malcolm Baldrige National Quality Award, while applying problem-solving methodologies such as DMAIC/DMADV and Taguchi's Quality Engineering. 	
8	Course Outcomes: <ul style="list-style-type: none"> • CO1: Student should be able to define and explain the components and objectives of production management, including manufacturing systems, product development, plant location, and plant layout. • CO2: Student should be able to analyze the concept and importance of materials management, and apply various inventory control techniques like ABC, VED, and EOQ to optimize material handling and inventory processes. • CO3: Student should be able to describe the concept of productivity and quality management, and understand key quality philosophies and approaches such as TQM, Deming, Juran, and Kaizen, with the ability to calculate basic productivity metrics. • CO4: Student should be able to evaluate quality improvement strategies and certifications 	

	such as Lean Thinking, Six Sigma, ISO standards, and the Malcolm Baldrige National Quality Award, and apply problem-solving methodologies like DMAIC/DMADV and Taguchi's Quality Engineering.	
9	Modules:	
	Module 1: Production Management	
	<ul style="list-style-type: none"> Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. Product Development, Classification and Product Design. Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. Importance of purchase management. 	
	Module 2: Materials Management	
	<ul style="list-style-type: none"> Concept, Objectives and importance of materials management Various types of Material Handling Systems. Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock. 	
	Module 3: Basics Of Productivity & TQM	
	<ul style="list-style-type: none"> Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby's philosophy. Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity. 	
10	Module 4: Quality Improvement Strategies & Certifications	
	<ul style="list-style-type: none"> Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. Taguchi's Quality Engineering, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize. 	
10	Text Books: <ol style="list-style-type: none"> Production and Operations Management: R. Paneerselvam Production (Operations) Management: L.C. Jhamb K. Ashwathappa and K. Shridhar Bhatt ; Production and Operations management Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill 	
11	Reference Books: <ol style="list-style-type: none"> Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and

		External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Vertical – 1
Major - 2

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	IV
Title of Paper	Credits
Introduction to Research Methodology	2
From the Academic Year	2025-26

Syllabus

Bachelor of Management Studies

(Sem.- IV)

Title of Paper: Introduction to Research Methodology

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to	This course on Introduction to Research Methodology introduces students to the fundamental concepts and techniques of research. Students will learn about different research types, data collection methods, data analysis, and report writing, equipping them with the skills necessary to conduct ethical and effective research.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of various types of research and research designs, outlining the stages in the research process, including the importance of hypothesis formulation and sampling techniques. 2. To enable students to identify and differentiate between primary and secondary data sources, applying appropriate data collection methods such as observation, interviews, surveys, and experimental techniques. 3. To equip students with the skills to analyze and interpret data using processing techniques like editing, coding, and tabulation, and to perform hypothesis testing through methods such as chi-square and Z-test. 4. To prepare students to design, structure, and write a comprehensive research report while incorporating ethical research practices, including objectivity, confidentiality, and the avoidance of plagiarism. 	
8	Course Outcomes: <ul style="list-style-type: none"> • CO1: Student should be able to define and explain the various types of research and research designs, and describe the stages in the research process, including the significance of hypothesis formulation and sampling techniques. • CO2: Student should be able to identify and differentiate between primary and secondary data sources, and apply appropriate methods of data collection, including observation, interviews, surveys, and experimental methods. • CO3: Student should be able to analyze and interpret data by applying data processing techniques such as editing, coding, and tabulation, and perform hypothesis testing using methods like chi-square and Z-test. • CO4: Student should be able to design, structure, and write a comprehensive research report, incorporating ethical research practices, including objectivity, confidentiality, and avoiding plagiarism. 	
9	Modules:	
	Module 1: Introduction to Business Research Methods	

	<ul style="list-style-type: none"> • Meaning and objectives of research • Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific & Social e)Historical f) Exploratory g) Descriptive h)Causal • Concepts in Research: Variables, Qualitative and Quantitative Research • Stages in the research process. • Characteristics of Good Research • Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources. • Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types- Descriptive, Exploratory and causal. • Sampling– a) meaning of sample and sampling, b) methods of sampling – <ul style="list-style-type: none"> ○ i)Non Probability Sampling – Convenient, Judgment, Quota, Snowball ○ ii) Probability – Simple Random, Stratified, Cluster, Multi Stage. 	
	Module 2: Data Collection, Processing, Data analysis and Interpretation	
	<ul style="list-style-type: none"> • Types of data and sources - Primary and Secondary data sources • Methods of collection of primary data <ul style="list-style-type: none"> ○ a) Observation - i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets) ○ b) Experimental - i) Field ii) Laboratory ○ c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews - Method, ○ d) Survey – Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. ○ e) Survey instrument – i) Questionnaire designing. ○ f) Types of questions – i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous iv) Multiple Choice Questions. ○ g) Scaling techniques - i) Likert scale, ii) Semantic Differential scale • Processing of data – i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note • Analysis of data-Meaning, Purpose, types. • Interpretation of data-Essentials, importance and Significance of processing data • Multivariate analysis – concept only • Testing of hypothesis – concept and problems – i)chi square test, ii) Z and t-test (for large and small sample) • Basics of report writing 	
10	Text Books: <ol style="list-style-type: none"> 1. Research for Marketing Decisions Paul E. Green, Donald S. Tull 2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall. 3. Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication 	
11	Reference Books: <ol style="list-style-type: none"> 1. Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill 2. Marketing research and applied orientation, Naresh K Malhotra, Pearson 3. Statistics for management, Levin and Reuben, Prentice Hall. 4. Research Methods for Management: S Shajahan, Jaico Publishing 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and

		External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Vertical – 1

Major – 3

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	IV
Title of Paper	Credits
Human Resource Planning	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- IV)

Title of Paper: Human Resource Planning

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	This course on Human Resource Planning equips students with essential knowledge and skills related to HRP processes and practices. Students will explore key theories, problem-solving techniques, and the intricacies of job analysis, recruitment, and selection, preparing them to effectively contribute to HRP in organizational settings.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of key terms, theories, concepts, and practices within the field of Human Resource Planning (HRP). 2. To enable students to develop competencies in problem-solving and decision-making related to HRP challenges. 3. To describe the HRP process and identify barriers to its effective implementation in organizations. 4. To demonstrate an understanding of key concepts and practices related to Job Analysis, Recruitment, and Selection within the HRP framework. 	
8	Course Outcomes: <ul style="list-style-type: none"> • CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRP • CO2: Demonstrate competence in development and problem-solving in the area of HRP • CO3: Describe process of HRP and barriers in its effective implementation • CO4: Demonstrate an understanding of key terms, theories/concepts and practices of Job Analysis, Recruitment and Selection 	

9	Modules:	
	Module 1: Overview of Human Resource Planning (HRP)	
	<ul style="list-style-type: none"> Overview of Human Resource Planning (HRP): Human Resource Planning - Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. Process of HRP- Steps in HRP, HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables. Barriers in Effective Implementation of HRP and Ways to Overcome Them. Strategic Human Resource Planning –Meaning and Objectives. Link between Strategic Planning and HRP through Technology. HR Policy –Meaning, Importance. HR Programme-Meaning and Contents. 	
	Module 2: Job Analysis, Recruitment and Selection	
	<ul style="list-style-type: none"> Job Analysis, Recruitment and Selection - Job Analysis-Meaning, Features, Advantages. Job Design: Concept, Issues. Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention- Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff – Meaning, Reasons. Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection. Employee Selection Tests: Meaning, Advantages and Limitations. Human Resource Audit: Meaning, Need, Objectives, Process, Areas 	
10	Text Books: <ol style="list-style-type: none"> Bhattacharya D.K, Human Resource Planning, Excel Books. John Bramham, Human Resource Planning, University Press. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page. 	
11	Reference Books: <ol style="list-style-type: none"> William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House. Michael J. Kavanag, Human Resource Information Systems Basics, Applications and Future Directions, Sage Publication. 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Vertical – 1

Major – 4

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	IV
Title of Paper	Credits
Rural Marketing	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- IV)

Title of Paper: Rural Marketing

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	This course on Rural Marketing explores the unique characteristics and challenges of marketing in rural areas. Students will gain insights into the rural market landscape in India, examining consumer behavior, distribution strategies, and marketing environments. By understanding the complexities of rural marketing, students will be better prepared to develop effective marketing strategies tailored to this diverse and growing segment.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To develop an understanding of the key issues and challenges faced in rural markets, including socio-economic factors and market dynamics. 2. To categorize and analyze various issues in rural markets, enabling students to identify specific challenges and opportunities. 3. To provide an overview of the current scenario of rural marketing in India, including trends, growth potential, and market characteristics. 4. To analyze the marketing environment, consumer behavior, distribution channels, and marketing strategies specific to rural markets in India, equipping students with practical insights for effective rural marketing. 	
8	Course Outcomes: <ul style="list-style-type: none"> • CO1: Develop understanding of issues in rural markets. • CO2: Categorize issues in rural markets. • CO3: Understanding the Overview and Scenario of rural marketing in India. • CO4: Analyze marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India. 	

9	Modules:	
	Module 1: Introduction	
	<ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India - Size & scope, rural development as a core area, Efforts put for Rural development by government (A brief Overview). • Emerging Profile of Rural Markets in India, • Problems of rural market. • Constraints in Rural Marketing and Strategies to overcome constraints • Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. • Pricing Strategies & objectives • Nature of Competition in Rural Markets, the problem of Fake Brands 	
	Module 2: Rural Market	
	<ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. • Characteristics of Rural Consumers. • Rural Market Environment: <ul style="list-style-type: none"> ○ Demographics – Population, Occupation Pattern, Literacy Level; ○ Economic Factors - Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, ○ Rural Infrastructure - Rural Housing, Electrification, Roads • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality • Communication & Promotional Strategies. Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication • Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media 	
10	Text Books: <ol style="list-style-type: none"> 1. Badi & Badi : Rural Marketing 2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India 	
11	Reference Books: <ol style="list-style-type: none"> 1. Arora, R.C. : Integrated Rural Development 2. Rajgopal : Managing Rural Business 5. Gopalaswamy, T.P. : Rural Marketing 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

Vertical – 1
Major – 5

As Per NEP 2020

University of Mumbai



Syllabus for Basket of Major	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	IV
Title of Paper	Credits
Strategic Financial Management	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- IV)

Title of Paper: Strategic Financial Management

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	This course on Strategic Financial Management equips students with the essential tools and concepts needed to make informed financial decisions within organizations. By exploring financial strategy, risk assessment, capital budgeting, and related policies, students will develop the skills necessary to analyze and implement effective financial management practices that drive organizational success.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives:	<ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of financial strategy and control within a company, including the formulation and implementation of financial plans. 2. To describe the significance of risk and uncertainty in the context of strategic decision-making, enabling students to assess their impact on financial outcomes. 3. To explain various aspects of capital budgeting, including techniques for evaluating investment opportunities and their implications for financial strategy. 4. To apply theoretical knowledge to practical scenarios involving capital budgeting, capital structure, and dividend policy, enhancing problem-solving skills in financial management.
8	Course Outcomes:	<ul style="list-style-type: none"> • CO1: Student should be able to explain financial strategy and control of a company. • CO2: Student should be able to describe the relevance of risk and uncertainty in making strategic decisions. • CO3: Student should be able to explain various aspects of capital budgeting. • CO4: Student should be able to apply learning in simple problems of capital budgeting, capital structure, dividend policy

9	Modules:	
	Module 1: Dividend Decision and Capital Structure Decisions	
	<ul style="list-style-type: none"> Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy Capital structure decisions EBIT, EPS analysis 	
	Module 2: Capital Budgeting and Capital Rationing	
	<ul style="list-style-type: none"> Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Coefficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems 	
10	Text Books: <ol style="list-style-type: none"> C. Paramasivan & T. Subramanian, Financial Management IM Pandey, Financial Management Ravi Kishor, Financial Management 	
11	Reference Books: <ol style="list-style-type: none"> Khan & Jain, Financial Management Van Horne & Wachowiz, Fundamentals of Financial Management Prasanna Chandra, Strategic Financial Management 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

VSC - 1

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of VSC

Ad-hoc Board of Studies in Bachelor in Management Studies

UG Second Year Programme

Semester	IV
Title of Paper	Credits
Performance Management and Career Planning	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- IV)

Title of Paper: Performance Management and Career Planning

Sr. No.	Heading	Particulars
1	Description of the course: Including but Not limited to	This course on Performance Management & Career Planning equips students with essential knowledge and skills to effectively manage employee performance and navigate career development. Through an exploration of performance management concepts, best practices, and career planning strategies, students will learn to enhance organizational performance and support individual career growth in dynamic work environments.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives:	<ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of the key concepts of performance management, including its components, objectives, and processes, while differentiating between performance management and performance appraisal. 2. To analyze best practices in performance management, including the role of technology, and understand its integration with other HR functions to enhance organizational performance. 3. To describe the significance of career planning and development, identify the steps involved in effective career planning, and explain the roles of mentors and technology in facilitating career development. 4. To evaluate various career models, such as the pyramidal, obsolescence, and Japanese career models, and analyze how new organizational structures are influencing evolving career patterns.
8	Course Outcomes:	<ul style="list-style-type: none"> • CO1: Student should be able to define and explain the key concepts of performance management, its components, objectives, and process, and differentiate between performance management and performance appraisal. • CO2: Student should be able to analyze best practices in performance management, including the role of technology, and understand its linkage with other HR functions to drive organizational performance. • CO3: Student should be able to describe the importance of career planning and development, identify the steps in effective career planning, and explain the role of mentors and technology in career development. • CO4: Student should be able to evaluate different career models, such as the pyramidal, obsolescence, and Japanese career models, and analyze how new organizational structures

	are influencing changing career patterns.
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9	Modules:	
	Module 1: Performance Management – An overview	
	<ul style="list-style-type: none"> Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Prerequisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle Best Practices in Performance Management, Future of Performance Management. Role of Technology in Performance Management 	
	Module 2: Career Planning & Development	
	<ul style="list-style-type: none"> Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives Role of Technology in Career Planning and Development Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model New Organizational Structures and Changing Career Patterns 	
10	Text Books: <ol style="list-style-type: none"> Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers Armstrong, Michael, Baron, Performance Management, Jaico Publishers Robert Bacal, Performance Management, McGraw-Hill Education 	
11	Reference Books: <ol style="list-style-type: none"> T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. A.S. Kohli, T.Deb, Performance Management, Oxford University Press. Herman Aguinis, Performance Management, Second edition, Pearson Education. 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

VSC - 2

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of VSC

Ad-hoc Board of Studies in Bachelor in Management Studies

UG Second Year Programme

Semester	IV
Title of Paper	Credits
Tourism Marketing	2
From the Academic Year	2025-26

Syllabus
Bachelor of Management Studies
(Sem.- IV)

Title of Paper: Tourism Marketing

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to	This course on Tourism Marketing equips students with essential knowledge and skills to understand and apply marketing principles within the tourism sector. Through an exploration of tourism concepts, marketing strategies, and product development, students will analyze the dynamics of the tourism industry and evaluate India's position as a competitive tourist destination, preparing them for careers in tourism and hospitality management.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of the meaning, features, and types of tourism, while identifying the factors influencing tourism growth and analyzing the adverse effects of tourism. 2. To describe the key concepts of tourism marketing, including its objectives, importance, and challenges, as well as explain the segmentation bases and typologies used in tourism marketing. 3. To analyze the product mix in tourism marketing, covering aspects such as the destination life cycle, factors influencing tourism destination selection, itinerary planning, and the processes involved in tourism product packaging. 4. To evaluate the components of the 4 'A's of tourism—Attraction, Accommodation, Accessibility, and Amenities—and assess India's position as a tourist destination, including the challenges and opportunities within the Indian tourism industry. 	
8	Course Outcomes: <ul style="list-style-type: none"> • CO1: Student should be able to define and explain the meaning, features, and types of tourism, identify the factors influencing tourism growth, and analyze the adverse effects of tourism. • CO2: Student should be able to describe the key concepts of tourism marketing, including its objectives, importance, and challenges, and explain the segmentation bases and typologies used in tourism marketing. • CO3: Student should be able to analyze the product mix of tourism marketing, including destination life cycle, factors for tourism destination selection, itinerary planning, and the processes involved in tourism product packaging. • CO4: Student should be able to evaluate the components of the 4 'A's of tourism—Attraction, Accommodation, Accessibility, and Amenities—and assess India's position as a tourist destination, including the challenges and opportunities within the Indian tourism industry. 	

9	Modules:	
	Module 1: Introduction	
	<ul style="list-style-type: none"> Meaning of Tourism & Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism. Tourism Marketing: Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing. Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology Product Mix of Tourism Marketing: Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Reservation meaning and process. 	
	Module 2: Tourism Market Segmentation & Indian Tourism Industry	
	<ul style="list-style-type: none"> Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology 4 'A's of Tourism <ul style="list-style-type: none"> Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea & Waterways, Airways Amenities: Meaning, Amenities & Facilities at the destination India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign Challenges for Indian Tourism Industry 	
10	Text Books: <ol style="list-style-type: none"> S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011 Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010 Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014 Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005 	
11	Reference Books: <ol style="list-style-type: none"> M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005 Alan A. Lew, A companion to tourism, Blackwell Publishing Krishnan K Kamra, Tourism: An Overview 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc. (at least 3)	

VSC - 3

AC –
Item No. –

As Per NEP 2020

University of Mumbai



Syllabus for Basket of VSC	
Ad-hoc Board of Studies in Bachelor in Management Studies	
UG Second Year Programme	
Semester	IV
Title of Paper	Credits
Risk Management	2
From the Academic Year	2025-26

Syllabus

Bachelor of Management Studies

(Sem.- IV)

Title of Paper: Risk Management

Sr. No.	Heading	Particulars
1	Description of the course : Including but Not limited to	This course on Risk Management provides students with essential knowledge and skills to identify, measure, and manage various types of risks in organizational settings. Through a blend of theoretical concepts and practical applications, students will explore risk measurement techniques, hedging strategies, and enterprise risk management frameworks, preparing them to effectively mitigate risks and enhance decision-making in their future careers.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 Hours
6	Marks Allotted:	50 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of key concepts in risk management, including various types of risks (interest, market, credit, currency, liquidity, legal, operational) and the distinction between risk management and risk measurement. 2. To enable students to apply quantitative risk measurement techniques, such as alpha, beta, R squared, standard deviation, and risk exposure analysis, while utilizing statistical tools like simulation methods and duration analysis for effective internal control. 3. To evaluate various hedging instruments and mechanisms, including forwards, futures, options, swaps, and arbitrage techniques, and apply the Markowitz risk-return model and arbitrage theory to manage risk-return trade-offs. 4. To differentiate between risk management and enterprise risk management (ERM), and apply ERM frameworks and processes, including SWOT analysis, risk registers, and integrated ERM approaches, to effectively mitigate organizational risks. 	
8	Course Outcomes: <ul style="list-style-type: none"> • CO1: Student should be able to define and explain key concepts in risk management, including various types of risks (interest, market, credit, currency, liquidity, legal, operational), and understand the difference between risk management and risk measurement. • CO2: Student should be able to apply quantitative risk measurement techniques, such as alpha, beta, R squared, standard deviation, and risk exposure analysis, and demonstrate the use of statistical tools like simulation methods and duration analysis for internal control. • CO3: Student should be able to evaluate the various hedging instruments and mechanisms, including forwards, futures, options, swaps, and arbitrage techniques, and apply the Markowitz risk-return model and arbitrage theory to manage risk-return trade-offs. • CO4: Student should be able to differentiate between risk management and enterprise risk management (ERM), and apply ERM frameworks and processes, including SWOT analysis, risk registers, and integrated ERM approaches, to mitigate organizational risks. 	

9	Modules:	
	Module 1: Introduction	
	<ul style="list-style-type: none"> • Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control 	
	Module 2: Risk Hedging Instruments and Mechanism and Enterprise Risk Management	
	<ul style="list-style-type: none"> • Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation • Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register 	
10	Text Books: <ol style="list-style-type: none"> 1. Thomas S. Coleman, Quantitative Risk Management: A Practical Guide to Financial Risk 2. Steve Peterson, Investment Theory and Risk Management 3. Risk Management, M/s Macmillan India Limited 	
11	Reference Books: <ol style="list-style-type: none"> 1. Theory & Practice of Treasury Risk Management: M/s Taxman Publications Ltd. 2. Sim Segal, Corporate Value of ERM 3. Dr. G Kotreshwar, Risk Management: Insurance and Derivatives, Himalaya Publishing House 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.c(at least 3)	

QUESTION PAPER PATTERN (External and Internal)

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Paper Pattern 2 Credits (Total 50 Marks)

Internal = 20 Marks
External = 30 Marks

Internal Paper Pattern (20 Marks)

1. Project Presentation OR Case Study writing	05 Marks
2. Quiz OR Group discussion	05 Marks
3. Class Test (Mandatory) with objectives	10 Marks
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Total	20 Marks

External Paper Pattern (30 Marks)

Write any **TWO** questions from the following

Q1. Answer the following A B	15 marks
Q2. Answer the following A B	15 Marks
Q3. Answer the following A B	15 Marks

Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern (40 Marks)

1. Case Study writing OR Assignment	} any two (10 Marks each)	20 Marks
2. Quiz OR Group discussion OR Role Playing		
3. Project Presentation OR Research Paper		
4. Class Test - (Mandatory) with Objective questions		20 Marks
Total		40 Marks

External Paper Pattern (60 Marks)

External Paper Pattern (60 Marks)

Write any **FOUR** questions from the following

Q1. Answer the following	15 marks
A	
B	
Q2. Answer the following	15 Marks
A	
B	
Q3. Answer the following	15 Marks
A	
B	
Q4. Answer the following	15 marks
A	
B	
Q5. Answer the following	15 Marks
A	
B	
Q6. Answer the following	15 Marks
A	
B	

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