

AC –11-03-2025

Item No.-04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce(Autonomous)



Knowledge is Supreme

Title of the Course: Materials Management

Programme: Bachelor Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Materials Management

Sr. No.	Heading	Particulars
1	Description the course:	The course Materials Management refers to the systematic process of organizing, distributing, updating, and maintaining educational resources required for effective teaching and learning. This process is crucial for educational institutions, instructors, and students to ensure that learning materials are accessible, up-to-date, and aligned with course objectives.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	4
5	Hours Allotted:	60
6	Marks Allotted:	100 Continues Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives:	<ol style="list-style-type: none">1. To help Students to understand basic Principles and concept of material Management2. To orient students on contemporary development in the field of material management3. To develop competencies and knowledge of students to become effective professionals4. To understand the concept of Quality and Cost Management
8	Course Outcomes:	<ol style="list-style-type: none">1. Learners apply the knowledge about material management in the real-life business situation2. Learners understand the contemporary practices followed in the field of Materials Management3. Learners enhance their managerial ability and professional skills4. Learners Learn about quality control measures, industry standards, and best practices in material handling.

9

Modules**Module 1: Introduction to Material Management (15 Hours)**

- Introduction: Materials Management - Evolution, Importance, Scope and Objectives-
- Interface with other functions. -Supply Chain Management -Objectives- Components,
- Trade off Customer Service & Cost. Supply Chain Analytics.

Module 2: Strategic Purchasing and Vendor Relationship Management (15 Hours)

- Purchasing: purchasing and procurement activities under Materials management
- Purchasing Methods- Purchasing and quality Assurance
- Purchase Cycle – governmental purchasing practices and procedures - Negotiation & Bargaining – Vendor relations

Module 3: Inventory Optimization and Forecasting (15 Hours)

- Inventory - Need of Inventory -Types of Inventory
- Basic EOQ Model - EOQ with discounts – Different types of Analysis.
- Forecasting –methods of forecasting-Material Requirement Planning (MRP) -Input and output of MRP system-BOM Explosion -MRP II.

Module 4 : Quality and Cost Management in Materials Handling & Effective Stores and Materials Handling Management (15 Hours)

- Quality control of material: Incoming material quality control- statistical quality control (Various control charts)- Inventory control & Cost Reduction techniques.
- Value Analysis & Value Engineering. Standardization – need and importance. Codification - concept, benefits.
- Stores - Functions- Stores layout -documentation- Materials handling and storage systems, - Principles of Materials Handling system – Safety issues

10	References:					
	<ul style="list-style-type: none"> • Course Material Prepared by LSC • Materials management: procedures, text and cases - A.K. Datta • Materials management: An integrated approach - P. Gopalakrishnan • Introduction to Materials management - J.R. Tony Arnold & Stephen N. Chapman • Purchasing and Materials Management - K S Menon • Handbook of Materials Management – Gopalakrishnan 					
11	Internal Continuous Assessment: 40%	Semester End Examination: 60%				
12	Continuous Evaluation through: (40 Marks)					
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Component</th> <th style="width: 40%;">Total Marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test</td> <td style="text-align: center;">40 Marks</td> </tr> </tbody> </table>		Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks
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13	Format of Question Paper: for the final examination Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration:2 Hour		
	Q. No.	Particular	Marks
	Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
Note: Any of the full length question of 7.5 Marks can be a case study.			

Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Patel	
4.	Ms. Ranjeeta Rahul Prajapati	

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Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: International Business

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: International Business

Sr. No.	Heading	Particulars
1	Description the course:	International business involves the conduct of commercial transactions and activities across national borders, encompassing trade in goods, services, investments, and technology transfer.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	4 Credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: <ol style="list-style-type: none">1. To understand the concepts of International Business2. To orient the International Economic Institutions and Regional Groupings3. To develop knowledge of students for the International Marketing, Human Resource Management4. To understand the Preliminaries for Export Import and Documentation, Export Import Procedures and Foreign Trade Policy	
8	Course Outcomes: <ol style="list-style-type: none">1. Learners will be able to understand concepts of International Business2. Learners will be able to understand International Economic Institutions and Regional Groupings3. Learners will be able to understand International Marketing, Human Resource Management4. Learners will be able to understand Preliminaries for Export Import and Documentation, Export Import Procedures and Foreign Trade Policy	

Modules**Module 1: Introduction to International Business (15 Hours)**

- Introduction to International Business- Importance, Nature and Scope of International Business, Drivers of International Business, Evolution of International Business.
- Strategies of Going International, Globalization, Multi National Corporations- Nature, Goals of MNCs, India's Presence- Advantages and Disadvantages of MNCs.
- International Business Environment: Economic, Political, Cultural and Legal Environments in International Business

Module 2: International Economic Institutions and Regional Groupings (15 Hours)

- Institutional Support to International Business, Role of World Bank, IMF, ILO, UNCTAD, UNIDO and ADB in International Business.
- World Trade Organization (WTO), Origin, Objectives, Functions, GATT and WTO, Principles of WTO, Transparency, MFN Treatment, National Treatment, Free Trade, Dismantling Trade Barriers, Rule Based Trading System, Treatment for LDCs, Competition Principle, Environment Protection, Key Subjects in WTO, Agriculture, TRIPS, TRIMS, GATS, Implications for India
- Integration between Countries: Levels of Integration, Growth of Trading Blocs, Impact of Integration, Major Regional Trading Groups, The European Union, NAFTA, APEC, ASEAN, MERCOSUR, BRICS, SAARC, OPEC

Module 3: International Marketing, Human Resource Management (15 Hours)

- International Marketing, Domestic and International Marketing, Compared Benefits of International Marketing, Major Activities.
- International Market Assessment, International Product Strategies, Pricing Issues and Decisions, Dumping, Promotion Issues and Policies.
- International Human Resource Management, Nature, Growing Interest in IHRM, DHRM and IHRM compared, Managing International HR activities, Expatriation and Repatriation of employees

Module 4: Export Import Procedures and Foreign Trade Policy:

- Policy: Steps in Export Procedure, Export Contract, Forward Cover, Export Finance, Institutional Framework for Export Finance, Excise Clearance, Pre-shipment Inspection, Methods of Pre-shipment Inspection, Role of Clearing and Forwarding Agents, Shipping and Customs Formalities, Customs EDI System, Negotiation of Documents, Realisation of Exports Proceeds.
- Pre-Import Procedure- Steps in Import Procedure, Legal Dimensions of Import Procedure, Customs Formalities for Imports, Warehousing of Imported Goods, Exchange Control Provisions for Imports & Retirement of Export Documents.
- Foreign Trade Policy Highlights (latest), Duty Drawback, Deemed Exports, ASIDE, MAI & MDA, Star Export Houses, Town of Export Excellence, EPCG Scheme

10	References: <ul style="list-style-type: none"> • Charles W. L. Hill and G. Tomas M. Hult - "International Business: Competing in the Global Marketplace" by - 2022 • John D. Daniels, Lee H. Radebaugh, and Daniel P. Sullivan - "International Business: Environments and Operations" - 2021 • S. Tamer Cavusgil, Gary Knight, and John Riesenberger - "International Business: The New Realities" - 2021 • John B. Cullen and K. Praveen Parboteeah - "International Business: Strategy and the Multinational Enterprise" - 2020 • John J. Wild, Kenneth L. Wild, and Jerry C. Y. Han - "International Business: The Challenges of Globalization" - 2022 • Ricky W. Griffin and Michael W. Pustay - "International Business: A Managerial Perspective" - 2021 • Alan M. Rugman, Simon Collinson, and Rajneesh Narula - "International Business: A Strategic Management Approach" - 2020 • Sumati Varma and David A. Ricks - "International Business: Theories, Policies, and Practices" - 2021 • John J. Wild, Kenneth L. Wild, and Jerry C. Y. Han - "International Business: The Challenges of Globalization" - 2022 • Rao - "International Business: Theory and Practice" - 2020 						
11	Internal Continuous Assessment: 40%	Semester End Examination: 60%					
12	Continuous Evaluation through: (40 Marks) <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th data-bbox="475 1098 941 1140" style="text-align: center;">Component</th> <th data-bbox="941 1098 1227 1140" style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="475 1140 941 1356" style="text-align: center;"> Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test </td> <td data-bbox="941 1140 1227 1356" style="text-align: center; vertical-align: middle;"> 40 Marks </td> </tr> </tbody> </table>			Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks
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Signatures of Team Members

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3.	Ms. Ashiyana Shaikh	
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Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Business Ethics

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 2 credits

From the academic year 2025 - 2026

Name of the Course: Business Ethics

Sr. No.	Heading	Particulars
1	Description the course:	This course explores business ethics, covering principles, decision-making, and corporate responsibility. It examines governance, professional conduct, stakeholder roles, and ethical audits. Through case studies, students analyze ethics in global business, marketing, HR, supply chains, and environmental responsibility, including regulations and CSR.
2	Vertical:	Major
3	Type:	Theory
4	Credit:	2 credits
5	Hours Allotted:	30 hours
6	Marks Allotted:	50 marks Continuous Evaluation 20 Marks Semester End Examination 30 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To Develop Ethical Decision-Making Skills 2. To Understand the Role of Ethics in Business Sustainability 	
8	Course Outcomes: <ol style="list-style-type: none"> 1. Demonstrate Ethical Decision-Making Skills and Evaluate the Role of Ethics in Business Sustainability 2. Analyze Stakeholder Responsibilities in Business Ethics and Integrate Ethical Strategies into Global Business Practices. 	

9	<p>Modules</p> <hr/> <p>Module 1: Fundamentals and Applications of Business Ethics (15 Hours)</p> <hr/> <ul style="list-style-type: none"> • Meaning, Nature and Importance of Business Ethics, Factors Influencing Business Ethics, Corporate Ethics: Ethical Behavior and Audit of Ethical Behavior, Tools and Techniques of Business Ethics Management , Role of various agencies in ensuring ethics in corporation, • Types of Business Ethics, Individual Ethics, Professional Ethics, Employees and Business Ethics , Consumers and Business Ethics, Suppliers, Competitors and business ethics Gandhian Philosophy of Ethical Behavior, Social Audit, Concept of Globalization and Global Business Network, Relationship among Business, Business Ethics and Business Development <hr/> <p>Module 2: Ethical Business Systems and Global Perspectives (15 Hours)</p> <hr/> <ul style="list-style-type: none"> • Developing Business System Ethics relating to Ethics in Global Economy, Marketing Ethics in Foreign Trade, Role of Business Ethics in Developing Civilized Society, Concept of Corporate Social Responsibility. • Meaning of Functional Ethics, Types of Ethics according to Functions of Business (Marketing and HRM), Types of Ethics according to Functions of Business (Purchase, Selling and Distribution) ,Suppliers, Competitors and business ethics, Civil Society and Business Ethics, Government, Regulation and business ethics, Environment and Business Ethics, IT and Ethics
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10	<p>References:</p> <ul style="list-style-type: none"> • Ferrell, O.C., John Paul Fraedrich, and Linda Ferrell. <i>Business Ethics: Ethical Decision Making and Cases</i>. 13th ed., Cengage, 2022. • Velasquez, Manuel G. <i>Business Ethics: Concepts and Cases</i>. 7th ed., Pearson, 2024. campusbooks.com • Mandal, S.K. <i>Ethics in Business and Corporate Governance</i>. 2nd ed., Tata McGraw-Hill, 2012. highereducation.com • Fernando, A.C. <i>Business Ethics and Corporate Governance</i>. 1st ed., McGraw-Hill, 2019. mheducation.co.in 																
11	Internal Continuous Assessment: 20%	Semester End Examination: 30%															
12	<p>Continuous Evaluation through: (20 Marks)</p> <table border="1" data-bbox="282 747 1414 905"> <thead> <tr> <th data-bbox="282 747 985 789">Component</th> <th data-bbox="990 747 1414 789">Total Marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="282 795 985 905">Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test</td> <td data-bbox="990 795 1414 905">20 Marks</td> </tr> </tbody> </table>		Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	20 Marks											
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Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	
4.	Ms. Ranjeeta Rahul Prajapati	

AC –11-3-2025
Item No. –04

Approved by the BOS in Bachelor of Commerce (Accountancy & Finance) on 07-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Investment Analysis & Portfolio Management

Programme: Bachelor of Management Studies Semester-V

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Investment Analysis & Portfolio Management

Sr. No.	Heading	Particulars
1	Description the course:	This course provides a comprehensive understanding of the principles and practices involved in investment analysis and portfolio management. Participants will explore various financial instruments, investment strategies, and portfolio optimization techniques. Emphasis is placed on developing analytical skills, risk management strategies, and the ability to construct and manage investment portfolios.
2	Vertical:	Electives
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives:	<ul style="list-style-type: none"> • To acquaint the learners with various concepts of finance • To understand the terms which are often confronted while reading newspaper, magazines etc for better correlation with the practical world • To understand various models and techniques of security and portfolio Analysis • To Learn, analyze and assess the relationship between risk and return, a fundamental concept in investment analysis
8	Course Outcomes:	<ul style="list-style-type: none"> • By acquiring knowledge of these various finance concepts learners can make more informed financial decisions in their personal and professional lives • The outcome of understand terms encountered while reading is a more well rounded and informed perspective on current events, trends and developments in the practical world • The learners will be able to make informed decisions, construct well diversified portfolios and work towards achieving their financial objective in a systematic way • Learners will be able to understand and apply risk management techniques to build resilient investment portfolios

Module 1: Introduction to Investment Environment

- Introduction to Investment Environment : Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives
- Capital Market in India : Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks

Module 2: Risk - Return Relationship

- Meaning, Types of Risk : Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification.
- Practical Problems : Calculation of Standard Deviation, Variance and Beta.

Module 3: Portfolio Management and Security Analysis

- Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.
- Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.

Module 4: Theories, Capital Asset Pricing Model and Portfolio Performance Measurement

- Theories: Dow Jones Theory, Elliot Wave Theory, Efficient Market Theory
- Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line, Portfolio Performance Measurement, Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

10	Reference Books: <ul style="list-style-type: none"> • Kevin. S, Security Analysis and Portfolio Management, 2006 • Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management, 2018 • Prasanna Chandra, Security Analysis & Portfolio Management, 2002 • Sudhindhra Bhatt, Security Analysis and Portfolio Management, 2008 																
11	Internal Continuous Assessment: 40%	Semester End Examination: 60%															
12	Continuous Evaluation through: (40 Marks) <table border="1" data-bbox="300 562 1052 779" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Component</th> <th style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td>1)Assignment/Case Studies</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td>2)Presentation/ /Project</td> <td style="text-align: center;">15 Marks</td> </tr> <tr> <td>3)Objective Questions</td> <td style="text-align: center;">10 Marks</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">40 Marks</td> </tr> </tbody> </table> <p><i>Note: Learner must be Present in all the three exam components of Continuous Evaluation.</i></p>		Component	Total Marks	1)Assignment/Case Studies	15 Marks	2)Presentation/ /Project	15 Marks	3)Objective Questions	10 Marks	Total	40 Marks					
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Signatures of Team Members

Sr. No	Name	Signature
1.	Mr. Murugan Nadar	
2.	Mr. Mubeen Shaikh	

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Approved by the BOS in Bachelor of Commerce (Accountancy & Finance) on 07-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Indirect Taxes

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Indirect Taxes

Sr. No.	Heading	Particulars
1	Description the course:	The Indirect Taxes course is designed to provide students with a comprehensive understanding of the principles, concepts, and applications of indirect taxes. The course covers various forms of indirect taxes, their implications on businesses and consumers, and the regulatory frameworks governing their administration. Students will explore the economic, legal, and ethical aspects of indirect taxation.
2	Vertical:	Electives
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: <ul style="list-style-type: none"> • To understand the basics of GST • To study the registration and computation of GST • To acquaint the learners with filing of returns in GST • To provide learners with a comprehensive understanding of the various types of indirect taxes, including sales taxes, value-added taxes (VAT), excise duties, customs duties, and other consumption-based taxes 	
8	Course Outcomes: <ul style="list-style-type: none"> • Overall, the outcome of understanding the basics of GST is to provide learners with foundational knowledge about this crucial tax system • Overall, the outcome of studying the registration and computation of GST is to equip learners with the essential knowledge and skills required for proper GST compliance • Overall, the outcome of acquainting learners with the filing of returns in GST is to equip them with essential knowledge and skills for seamless and compliant GST return filing • Learners will demonstrate proficiency in analyzing the structure, incidence, and impact of indirect taxes on consumer behavior, business operations, and government finances. 	

Module 1: Introduction to Indirect Taxation and GST

- Basics for Taxation : Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)
- Introduction to GST : Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST.
- Definitions : Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act)
- Levy and Collection of GST : Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.

Module 2: Concept of Supply

- Taxable Event Supply : Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)
- Place of Supply : Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.
- Time of Supply : Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act)
- Value of Supply : Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)

Module 3: Registration and Computation of GST

- Registration : Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)
- Computation of GST : Computation of GST under Inter State and Intra State Supplies.
- Payment of Tax : Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)

Module 4: Filing of Returns

- Documentation : Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill
- Returns : Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)

Reference Books:

- 10
- GST Bare Act 2017
 - GST Law & Practice - V.S Datey (6th Edition) 2023
 - Income Tax Including GST – Dr. Vinod K Singhania. 2023
 - Mahajan & Molani GST. GST Manual. 2024

11 **Internal Continuous Assessment: 40%**

Semester End Examination: 60%

12 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
1)Assignment/Case Studies	15 Marks
2)Presentation/ /Project	15 Marks
3)Objective Questions	10 Marks
Total	40 Marks

Note: Learner must be Present in all the three exam components of Continuous Evaluation.

13	Format of Question Paper: for the final examination		
	Question Paper Pattern for Semester End Examination (SEE)		
	Maximum Marks: 60		
	Duration:2 Hour		
	Q. No.	Particular	Marks
	Q-1	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks	
Q-3	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks	
Q-4	Attempt the following: A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks	
Note: Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.			

Signatures of Team Members

Sr. No	Name	Signature
1.	Mr. Murugan Nadar	
2.	Mr. Mubeen Shaikh	

AC –
Item No. –

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Venture Capital and Private Equity

Programme: Bachelor of Commerce (Management Studies)

Semester VI

Syllabus for 4 Credits

From the Academic Year: A.Y. 2026 - 2027

Name of the Course: Venture Capital and Private Equity

Sr. No.	Heading	Particulars
1	Description of the Course:	This course offers a comprehensive exploration of venture capital (VC) and private equity (PE), covering their conceptual foundations, operational structures, valuation methods, investment strategies, and exit mechanisms within the Indian context.
2	Vertical:	Major (Finance)
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation: 40 Marks Semester End: 60 Marks
7	Course Objectives: The objective of this course is to:	<ol style="list-style-type: none"> 1. Understand the basics of venture capital and private equity, including their definitions and roles. 2. Explore the structural and regulatory aspects governing VC and PE investments in India. 3. Learn valuation methods and investment strategies used in VC and PE. 4. Gain insight into exit strategies available to PE investors in the Indian context.
8	Course Outcomes: By the end of the course, students will be able to:	<ol style="list-style-type: none"> 1. Develop a foundational understanding of venture capital and private equity concepts. 2. Apply knowledge of structural and regulatory aspects to analyze VC/PE investments. 3. Utilize valuation methods and investment strategies to evaluate investment opportunities effectively. 4. Demonstrate proficiency in identifying and implementing appropriate exit strategies for PE investments in India..

9	Modules:
	Module 1: Conceptual understanding of Venture Capital and Private Equity (15 Hours)
	Venture Capital –Over View of Venture Capital- Definition- Features- Types –Roles, Concept of PE and its characteristics- Definition Difference between PE,VC and Hedge Funds- Nature of PE Firm- Players in the PE market– Benefit of PE Finance, PE Fund – Legal structure and terms- Private Equity Investments and Financing- Private Equity Multiples and Prices- Private Equity Funds and Private Equity Firms- Investment Feature and Consideration
	Module 2: Structure and Valuation approaches (15 Hours)
	Structure and Regulation of Venture Capital and Private Equity- Business Cycle of PE – Structure of VC/PE firms- Limited Liability Partnerships- Routes of VC/PE investments in India- Regulatory Aspects of VC/PE investments, Valuation approaches- Risk and Returns Analysis of Funds- Conventional Method- Revenue Multiplier Method
	Module 3: Strategies of Private Equity (15 Hours)
	Leverage Buyout, Growth Capital, Mezzanine Capital- Distressed Debt, other Strategies, Due Diligence- Procedure and Challenges- Due Diligence in Emerging PE, Market- Investing in Developing Market- Past Performance and Strategy
	Module 4: Exit strategies for Private Equity (15 Hours)
	Modes of exits in Indian Context and Challenges involved IPO, Promoter Buyback ,Sale to Other PE funds, Sale to other strategic Investors, Stake Swap, M & A's, Open Market-, Secondary Market

10 References:

1. Bhuvania, CA Neha. Guide to Private Equity. Taxmann.
2. Finkel, Robert. The Masters of Private Equity and Venture Capital. McGraw-Hill Education.
3. Lerner, Josh, Ann Leamon, and Felda Hardymon. Venture Capital, Private Equity, and the Financing of Entrepreneurship. Wiley.
4. Ransinghani, Mahendra. The Business of Venture Capital. Wiley Finance.
5. Verma, J C. Venture Capital Financing in India. Response Books.

11 **Internal Continuous Assessment: 40%** **Semester End Examination: 60%**

12 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
Class test/ Case study/ Book review/ Assignment/ Report Writing/ Presentation/ Video Presentation	40 Marks
Total	40 Marks

13 **Format of Question Paper:**

Question Paper Pattern for Semester End Examination (SEE)
Maximum Marks: 60 **Duration: 2 Hours**

Q. No.	Particular	Marks
Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
Note : Two Sub-questions of 7.5 Marks each can be of 10 /5 marks or one full length question of 15 Marks		

Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Neha Sawant	
2.	Ms. Shivani Revankar	

AC -11-03-2025
Item No. -04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Performance Management &

Career Planning

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Performance Management & Career Planning

Sr. No.	Heading	Particulars
1.	Description the course:	This course integrates the principles of performance management with career planning to create a holistic approach to employee development. Participants will learn strategies for setting performance expectations, providing feedback, and supporting career growth. The course combines theoretical concepts with practical applications to prepare HR professionals and managers for effective performance management and career planning.
2.	Vertical	HR Electives
3.	Type:	Theory
4.	Credit:	4 credits
5.	Hours Allotted:	60 Hours
6.	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7.	<p>Course Objectives:</p> <ul style="list-style-type: none"> • To understand the principles and concepts of performance management and career planning in organizational contexts. • To learn to develop and implement effective performance management systems and processes. • To explore strategies for setting performance goals, providing feedback, and conducting performance appraisals. • To gain insights into career planning frameworks, tools, and techniques to support employee development and growth. 	
8.	<p>Course Outcomes:</p> <ul style="list-style-type: none"> • Learners will be proficient in designing and implementing performance management systems that align with organizational objectives and employee development needs. • Learners will master performance evaluation techniques, including goal setting, feedback provision, and performance appraisal methodologies. • Learners will be able to facilitate constructive performance discussions and development plans to enhance employee performance and engagement. • Learners will be capable to guide employees in identifying career aspirations, setting career goals, and creating actionable career development plans that support both individual and organizational objectives. 	
9.	Module 1: Performance Management – An Overview	

- Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites 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: Performance Management Process

- Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking
- Performance Managing – Meaning, Objectives, Process.
- Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach, Performance Monitoring–Meaning, Objectives and Process.
- Performance Management Implementation – Strategies for Effective Implementation of Performance Management, Linking Performance Management to Compensation and Concept of High Performance Teams.

Module 3: Ethics, Under Performance and Key Issues in Performance Management

- Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management.
- Under Performers and Approaches to Manage Under Performers, Retraining
- Key Issues and Challenges in Performance Management, Potential Appraisal: Steps, Advantages and Limitations.
- Pay Criteria -Performance related pay, Competence related pay, Team based pay, and Contribution related pay.

Module 4: Career Planning and Development

- 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.					
	Reference Books: <ul style="list-style-type: none"> • Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers. 2018 • Armstrong, Michael, Baron, Performance Management, Jaico Publishers 2008 • Robert Bacal, Performance Management, McGraw-Hill Education, 2007 • T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007. • Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. 2016 					
	Internal Continuous Assessment: 40%	Semester End Examination: 60%				
	Continuous Evaluation through: (40 Marks)					
	<table border="1"> <thead> <tr> <th>Component</th> <th>Total Marks</th> </tr> </thead> <tbody> <tr> <td>Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test</td> <td>40 Marks</td> </tr> </tbody> </table>	Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks	
Component	Total Marks					
Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks					

12	Format of Question Paper: for the final examination		
	Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration:2 Hour		
	Q. No.	Particular	Marks
	Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
Note: Note: Any of the full length question of 7.5 Marks can be a case study.			

Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	

AC –11-03-2025
Item No. –04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Talent & Competency

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Talent & Competency

Sr. No.	Heading	Particulars
1	Description the course:	The Talent and Competency course is designed to provide students with a comprehensive understanding of the strategic management of human capital within organizations. This course explores the identification, development, and retention of talent, as well as the assessment and cultivation of competencies essential for organizational success.
2	Vertical:	HR Electives
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: <ol style="list-style-type: none">1. To understand key talent management & competency management concepts.2. To understand the concept and importance of competency mapping.3. To understand the role of talent management and competency management in building sustainable competitive advantage to an organization.4. To gain insights into talent succession planning, career pathing, and talent development strategies.	

7

Course Outcomes:

1. By understanding key talent management and competency management concepts, learners can optimize their talent management practices, align employee skills with organizational needs, and foster a high-performance culture.
2. By understanding the concept and importance of competency mapping, learners can make informed decisions in talent management, enhance workforce effectiveness, and create a culture of continuous improvement.
3. It fosters an appreciation for the strategic importance of talent and competency management in achieving and sustaining a competitive advantage in a dynamic and competitive business environment.
4. Learners will have Capability to foster a culture of continuous learning and development, empowering employees to reach their full potential and contribute effectively to organizational success.

8

Modules**Module 1: Introduction to Talent Management**

- Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management, Benefits and Limitations of Talent Management.
- Principles of Talent Management, Source of Talent Management, Talent Gap – Meaning, Strategies to Fill Gaps and The Talent Value Chain.
- Role of HR in Talent Management, Role of Talent Management in building Sustainable Competitive Advantage to an Organization.

Module 2: Talent Management System

- Talent Management System – Meaning, Key Elements of Talent Management System Critical Success Factors to Create Talent Management System, Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System.
- Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process Approaches to Talent Management.
- Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies Talent Management and Succession Planning.

Module 3: Contemporary Issues and Current Trends in Talent Management

- Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy.
- Contemporary Talent Management Issues, Talent Management Challenges, Current Trends in Talent Management and Best Practices of Talent Management.
- Ethical and Legal Obligations Associated with Talent Management Talent Management in India.

Module 4: Competency Management and Competency Mapping

- Concept of Competency and Competence, Competence v/s Competency
Types of Competencies, Benefits and Limitations of implementing competencies and Iceberg Model of Competency.
- Competency Management – Meaning, Features and Objectives, Benefits and Challenges of Competency Management.
- Competency Development – Meaning, Process, Competency Mapping - Meaning, Features, Need and importance of competency mapping
Methods of Competency Mapping, Steps in Competency Mapping

Reference Books:

- 9
- Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.2017
 - Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi 2017
 - K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill 2023
 - Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition.2018

10 **Internal Continuous Assessment: 40%** **Semester End Examination: 60%**

11 **Continuous Evaluation through: (40 Marks)**

Component	Total Marks
Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks

12	Format of Question Paper: for the final examination		
	Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration: 2 Hour		
	Q. No.	Particular	Marks
	Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
	Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
Note: Note: Any of the full length question of 7.5 Marks can be a case study.			

Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	

AC –11-03-2025
Item No. –04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Motivation and Leadership

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Motivation and Leadership

Sr. No.	Heading	Particulars
1	Description the course:	A course on Motivation and Leadership typically focuses on understanding the key principles and theories behind motivating individuals and leading teams effectively.
2	Vertical:	HR Electives
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: <ol style="list-style-type: none">1. To gain knowledge of the leadership strategies for motivating people and changing organizations2. To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences3. To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context4. To make the students aware of the great leaders and their leadership style.	
8	Course Outcomes: <ol style="list-style-type: none">1. By gaining the knowledge of leadership strategies learners will learn how to set clear goals and create a vision for teams and organizations. Understand the role of leaders in influencing organizational culture and change. Explore strategies for leading during periods of uncertainty or transition.2. Learners will be able to develop the key attributes of effective leadership such as communication, decision-making, and problem-solving.3. Learners will be able to apply the knowledge of practical approach to Motivation and Leadership in their every life.4. By gaining awareness about the great leaders and their leadership style will help the learners to understand different leadership styles (e.g., transformational, transactional, servant leadership) and when to apply them and learn how to inspire and lead teams toward achieving organizational goals.	

8	Modules
	Module 1: Motivation-I (15 Hours)
	<ul style="list-style-type: none"> • Concept of motivation, Importance, Tools of Motivation. • Theory Z, Equity theory. • Process Theories-Vroom's Expectancy Theory, Valency-Four drive model.
	Module 2: Motivation-II
	<ul style="list-style-type: none"> • East v/s West, motivating workers (in context to Indian workers) • The Indian scene – basic differences. • Work –Life balance – concept, differences, generation and tips on work life balance
	Module 3: Leadership-I
	<ul style="list-style-type: none"> • Leadership– Meaning, Traits and Motives of an Effective Leader, Styles of Leadership. • Theories –Trait Theory, Behavioural Theory, Path Goal Theory. • Transactional v/s Transformational leaders. • Strategic leaders– meaning, qualities. • Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)
	Module 4: Leadership-II
9	Reference Books: <ul style="list-style-type: none"> • "The Motivation Manifesto" by Brendon Burchard (2014) • "Drive: The Surprising Truth About What Motivates Us" by Daniel H. Pink (2009) • "The 21 Irrefutable Laws of Leadership" by John C. Maxwell (1998) • "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek (2014) • "The Leadership Challenge" by James M. Kouzes and Barry Z. Posner (1987)

10	Internal Continuous Assessment: 40%	Semester End Examination: 60%				
11	Continuous Evaluation through: (40 Marks)					
	<table border="1"> <thead> <tr> <th>Component</th> <th>Total Marks</th> </tr> </thead> <tbody> <tr> <td>Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test</td> <td>40 Marks</td> </tr> </tbody> </table>		Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks
Component	Total Marks					
Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks					
12	Format of Question Paper: for the final examination Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration:2 Hour					
	Q. No.	Particular				
		Marks				
	Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question				
		15 Marks				
	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question				
		15 Marks				
	Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question				
		15 Marks				
	Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question				
		15 Marks				
	Note: Any of the full length question of 7.5 Marks can be a case study.					

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	

AC –11-03-2025
Item No. –04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Service Marketing

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

~~Name of the Course: Service Marketing~~

Sr. No.	Heading	Particulars
1.	Description the course:	This course focuses on the principles and practices of marketing services, emphasizing the distinctive nature of services compared to tangible products. Participants will gain insights into the challenges and opportunities inherent in the service industry and develop strategies for effective service marketing. The course integrates theoretical concepts with real-world examples to prepare students for the dynamic and evolving service marketing landscape.
2.	Vertical	Marketing Elective
3.	Type:	Theory
4.	Credit:	4 credits
5.	Hours Allotted:	60 Hours
6.	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7.	<p>Course Objectives:</p> <ul style="list-style-type: none"> • To provide learners with a comprehensive understanding of the unique characteristics of services, including intangibility, inseparability, variability, and perishability, and how these characteristics impact marketing strategies. • To equip learners with the knowledge and skills necessary to develop effective marketing strategies for services, including service design, pricing, distribution, promotion, and positioning, tailored to the specific needs and preferences of service customers. • To educate learners on the importance of building and maintaining strong customer relationships in service industries • To explore the role of technology in service marketing, including the use of digital channels, social media, mobile apps, and other technology-enabled platforms 	
8	<p>Course Outcomes:</p> <ul style="list-style-type: none"> • Learners will be able to apply their understanding of service characteristics and marketing principles to analyze and solve real-world marketing challenges faced by service businesses across various industries. • Learners will develop comprehensive service marketing plans that address all aspects of the marketing mix. • Learners will demonstrate the ability to effectively manage customer relationships through various stages of the customer lifecycle • Learners will be proficient in leveraging technology and digital marketing tools to enhance the marketing of services, including the use of social media, online advertising, customer relationship management (CRM) systems, and analytics tools to improve Customer engagement and drive business growth. 	

Module 1: Introduction of Services Marketing

- Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services, Role of Services in Modern Economy, Services Marketing Environment, Goods vs Services Marketing and Goods Services Continuum
- Consumer Behaviour, Positioning a Service in the Market Place
Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty.
- Type of Contact: High Contact Services and Low Contact Services and Sensitivity to Customers' Reluctance to Change.

Module 2: Key Elements of Services Marketing Mix

- The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping- Flowcharting.
- Branding of Services – Problems and Solutions.
- Options for Service Delivery.

Module 3: Managing Quality Aspects of Services Marketing

- Improving Service Quality and Productivity.
- Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality and The SERVQUAL Model.
- Defining Productivity – Improving Productivity
Demand and Capacity Alignment.

Module 4: Marketing of Services

- International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing.
Factors Favouring Transnational Strategy and Elements of Transnational Strategy
- Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry, CHATBOTS and SEO (Search Engine Optimisation).
- Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector.

10	Reference Books: <ul style="list-style-type: none"> • Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011 • K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011 • C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008 • Govind Apte, Services Marketing, Oxford Press, 2004 																
11	Internal Continuous Assessment: 40%	Semester End Examination: 60%															
12	Continuous Evaluation through: (40 Marks) <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th data-bbox="298 573 1019 611">Component</th> <th data-bbox="1024 573 1463 611">Total Marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="298 617 1019 726">Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test</td> <td data-bbox="1024 617 1463 726" style="text-align: center;">40 Marks</td> </tr> </tbody> </table>		Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks											
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13	<p>Format of Question Paper: for the final examination</p> <p style="text-align: center;">Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration: 2 Hour</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="228 1045 375 1108">Q. No.</th> <th data-bbox="380 1045 1292 1108">Particular</th> <th data-bbox="1297 1045 1484 1108">Marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="228 1115 375 1276" style="text-align: center;">Q-1</td> <td data-bbox="380 1115 1292 1276"> Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question </td> <td data-bbox="1297 1115 1484 1276" style="text-align: center;">15 Marks</td> </tr> <tr> <td data-bbox="228 1283 375 1444" style="text-align: center;">Q-2</td> <td data-bbox="380 1283 1292 1444"> Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question </td> <td data-bbox="1297 1283 1484 1444" style="text-align: center;">15 Marks</td> </tr> <tr> <td data-bbox="228 1451 375 1612" style="text-align: center;">Q-3</td> <td data-bbox="380 1451 1292 1612"> Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question </td> <td data-bbox="1297 1451 1484 1612" style="text-align: center;">15 Marks</td> </tr> <tr> <td data-bbox="228 1619 375 1780" style="text-align: center;">Q-4</td> <td data-bbox="380 1619 1292 1780"> Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question </td> <td data-bbox="1297 1619 1484 1780" style="text-align: center;">15 Marks</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 10px;">Note: Any of the full length question of 7.5 Marks can be a case study.</p>		Q. No.	Particular	Marks	Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks	Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks	Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question	15 Marks
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Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	

AC –11-03-2025
Item No. –04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: E-Commerce & Digital Marketing

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: E- Commerce and Digital Marketing

Sr. No.	Heading	Particulars
1	Description the course:	This course provides a comprehensive exploration of ecommerce strategies and digital marketing techniques in the context of today's dynamic business landscape. Participants will gain insights into the fundamentals of online business, digital marketing channels, and the practical application of tools to drive successful ecommerce ventures. The course combines theoretical concepts with hands-on exercises to prepare individuals for the challenges and opportunities in the digital marketplace.
2	Vertical:	Minor
3	Type:	Types
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives:	<ol style="list-style-type: none"> 1. To acquire a comprehensive understanding of e-commerce principles, platforms, and technologies. 2. To develop expertise in various digital marketing strategies, including SEO, PPC, social media marketing, and content marketing. 3. To learn to identify and analyze consumer behavior patterns in the digital marketplace. 4. To gain practical skills in designing and implementing effective e-commerce and digital marketing campaigns to drive business growth.
8	Course Outcomes:	<ol style="list-style-type: none"> 1. Learners will be proficient in analyzing and managing e-commerce platforms and online storefronts, utilizing a range of principles, platforms, and technologies. 2. Learners will mastery of digital marketing techniques such as SEO, PPC, social media marketing, and content marketing, enabling effective audience engagement and brand promotion. 3. Learners will be able to identify and analyze consumer behavior patterns in the digital marketplace, leading to targeted marketing strategies and improved customer acquisition and retention. 4. Learners will be capability to design and implement successful e-commerce and digital marketing campaigns that drive business growth, leveraging practical skills and strategic insights gained throughout the course

Modules**Module 1: Introduction to E-commerce (15 Hours)**

- Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce, Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social
- Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce, Impact of E-Commerce on Business, Ecommerce in India
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education, Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce

Module 2: E-Business & Applications (15 Hours)

- E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business, Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning
- Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading, Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

Module 3: Payment, Security, Privacy & Legal Issues in E-Commerce (15 Hours)

- Issues Relating to Privacy and Security in E-Business, Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
- Types of Transaction Security, E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in Ecommerce in India, IT Act 2000

Module 4: Digital Marketing (15 Hours)

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts.
- Digital Marketing on various Social Media platforms, Online Advertisement, Online Marketing Research, Online PR, Web Analytics and Promoting Web Traffic, Latest developments and Strategies in Digital Marketing.

10	References: <ul style="list-style-type: none"> • Jayasankar, J. Principles of Management.2009 • Gupta, C.B. Business Management.2013 • Prasad, L.M. Principles of Management. 2019 • Pagare, Dinkar. Principles of Management. 2018 					
11	Internal Continuous Assessment: 40%	Semester End Examination: 60%				
12	Continuous Evaluation through: (40 Marks) <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Component</th> <th style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test</td> <td style="text-align: center;">40 Marks</td> </tr> </tbody> </table>		Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks
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	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question				
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Note: Any of the full length question of 7.5 Marks can be a case study.						

Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	
4.	Ms. Ranjeeta Rahul Prajapati	

AC –11-03-2025
Item No. –04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Hospitality Management

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Hospitality Management

Sr. No.	Heading	Particulars
1	Description the course:	A Hospitality Management course typically aims to provide students with a comprehensive understanding of the hospitality industry, focusing on both the theoretical and practical aspects of managing hospitality services.
2	Vertical:	Marketing Electives
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To gain knowledge of the global hospitality industry, including its structure, trends, and various sectors (hotels, restaurants, event management, tourism, etc.). 2. To develop an understanding of the key economic, cultural, and social factors that influence the hospitality industry. 3. To learn about the different Components of Hospitality Industry. 4. To develop an understanding of the recent trends in Hospitality Sector. 	
8	<p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Learners will be able to gain knowledge of the global hospitality industry, including its structure, trends, and various sectors (hotels, restaurants, event management, tourism, etc.). 2. Learners will be able to develop an understanding of the key economic, cultural, and social factors that influence the hospitality industry. 3. Learners will be able to learn about the different Components of Hospitality Industry. 4. Learners will be able to develop an understanding of the recent trends in Hospitality Sector. 	

Modules**Module 1:** Introduction to Hospitality

- Meaning and Definitions of Hospitality, Hospitality and its origin, Importance of Hospitality.
- Five major segments: Food, Lodging, Travel, Tourism and Recreation.
- Relationship Between the Hospitality Industry and Tourism, Hospitality Management in India and abroad.

Module 2: Principles of Hospitality Management

- Planning in Organizations, Departmentalization, Selection and Employment.
- Characteristic of Control System, Element of leading and directing.
- The Environment, Objectives of Hospitality Industry, Customer care in Hospitality Industry.

Module 3: Hospitality Industry

- Characteristics of Hospitality Industry, 9 major components of hospitality industry: Travel, Lodging, Food and Beverage, Recreations, Entertainment, Health and Sports, Tourism, Art and Culture and Event Management.
- SWOT analysis of Hospitality Industry.
- Challenges for Hospitality Industry.

Module 4: Trends in Hospitality Sector

- Sustainability and Eco-Friendly Practices, Personalization and Customization, Technology Integration, **Wellness and Health-Focused Offerings**, Experiential Travel.
- Remote Work and "Bleisure" Travel, Rise of Short-Term Rentals, Contactless and Hygiene-First Services.
- Social Media Influence, Global Travel Recovery.

9	Reference Books: <ul style="list-style-type: none"> • Roy C. Wood “ Hospitality Management: A Brief Introduction” Sage Publication , April 2015 • John Walker Introduction to Hospitality Management 5th Edition • Clayton W. Barrows Tom Powers , Dennis R. Reynolds, “ Introduction to the Hospitality Industry” 8th Edition • Rocco M. Angelo, Hospitality Today: An Introduction, 8th Edition • Gajanan Shirke, “Hospitality Management” Publisher: Shroff ISBN: 9789350233887, 9350233886 Edition: 2011 Pages: 476 • Mahesh Chandra Singh Hospitality Management Publisher: Centrum Press ISBN: 9789381460306, 9381460302 Edition: 2012 Pages: 264 • Tim Bottorff, “Hospitality Management: A Guide to Key Reference Works” 													
10	Internal Continuous Assessment: 40%	Semester End Examination: 60%												
11	Continuous Evaluation through: (40 Marks) <table border="1" data-bbox="313 814 1065 1003" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Component</th> <th style="text-align: center;">Total Marks</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test</td> <td style="text-align: center;">40 Marks</td> </tr> </tbody> </table>		Component	Total Marks	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks								
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Note: Any of the full length question of 7.5 Marks can be a case study.		

Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	

As Per NEP 2020

**Tolani College of Commerce
(Autonomous)**



Knowledge is Supreme

Title of the Course: Risk Management in Insurance

Programmes:	Bachelor of Commerce (Management Studies)
	Bachelor of Commerce (Accounting & Finance)
	Bachelor of Commerce (Financial Markets)

(Semester – VI)

**Syllabus for 4 Credit Course
From the Academic Year 2026 – 2027**

Name of the Course: Risk Management in Insurance

Sr. No.	Heading	Particulars
1	Description of the course:	Studying risk management in insurance provides insurers with the knowledge and tools necessary to identify, assess, mitigate, and transfer risks effectively, leading to improved financial stability, profitability, and customer satisfaction and customer protection within the insurance industry.
2	Vertical:	Minor Elective
3	Type:	Theory
4	Credit:	4 Credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives:	<ol style="list-style-type: none"> 1. To help learners to understand the concept of insurance business. 2. To help learners to learn about the different insurance intermediaries 3. To help learners to understand the General Insurance, Health Insurance, and Life Insurance 4. To help learners to understand how to Manage Risk in Insurance Business
8	Course Outcomes:	<ol style="list-style-type: none"> 1. Learners will be able to understand the concept of insurance business. 2. Learners will be able to understand about the different insurance intermediaries. 3. Learners will be able to understand the General Insurance, Health Insurance, and Life Insurance. 4. Learners will be able to understand how to Manage Risk in Insurance Business.
9	Modules	
	Module I: Introduction to Insurance Business (15 Hours)	
	<ul style="list-style-type: none"> • Definition, Concept, and Features of Insurance. • Role of Insurance towards Economic Growth. • Difference between Insurance Companies and other Financial Institutions. 	
	Module II: IRDA and Insurance Intermediaries (15 Hours)	
	<ul style="list-style-type: none"> • Insurance Regulatory and Development Authority (IRDA)-Objectives, Statutory Powers, and Functions of IRDA. • Introduction, Role of various intermediaries in the Insurance Business, like Agents, TPAs, Surveyors. Insurance Agents, Corporate Agents, Surveyors and Loss Assessors 	
	Module III: General Insurance, Health Insurance, and Life Insurance (15 Hours)	
	<ul style="list-style-type: none"> • Principles, General Insurance Products • Concept and Types of Health Insurance Policies • Principles of Life Insurance, Types of Life Insurance Products 	
	Module IV: Managing Risk in Insurance Business (15 Hours)	

- | | |
|--|---|
| | <ul style="list-style-type: none">• Risk Management• Insurance Planning• Factors affecting Risk Profile of Insurers |
|--|---|

10

References Books:

1. Anil Khanna - "Risk Management in Insurance: Emerging Trends and Innovations" - 2022.
2. David Brown - "Risk Management in Insurance: Challenges and Opportunities" 2020.
3. Jane Smith - "Risk Management in Insurance: Techniques and Applications" - 2019.
4. Karen Paulson - "Risk Management in Insurance: Market Trends and Insights" - 2020.
5. M. N. Mishra - "Risk Management in Insurance: Principles and Practices" - 2021.
6. Michael Johnson - "Advanced Topics in Risk Management in Insurance" - 2021.
7. Peter Jones "Risk Management in Insurance: Regulatory Framework and Industry Perspectives" - 2021.
8. Ravi Prasad - "Risk Management in Insurance: Legal and Compliance Considerations" - 2021.
9. S. K. Pradhan - "Principles of Risk Management in Insurance" - 2020.
10. Sanjay Gupta - "Risk Management in Insurance Handbook: Best Practices for Insurers and Policyholders" - 2022.

Evaluation Pattern

Continuous Evaluation: 40%
Semester End Examination: 60%

The Continuous evaluation will consist of

	Total Marks
Class Test/ Assignment/Project Work/Presentation/Case Study/ Book Review	40

Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

Q. No.	Particular	Marks
Q-1	Attempt any Two of the following: (Module – 1) A. Full Length Question B. Full Length Question C. Case Study Based Question	15 Marks
Q-2	Attempt any Two of the following: (Module – 2) A. Full Length Question B. Full Length Question C. Case Study Based Question	15 Marks
Q-3	Attempt any Two of the following: (Module – 3) A. Full Length Question B. Full Length Question C. Case Study Based Question	15 Marks
Q-4	Attempt any Two of the following: (Module – 4) A. Full Length Question B. Full Length Question C. Case Study Based Question	15 Marks

Signature of Team Members

Sr. No.	Name	Signature
1	Ms. Disha Wadhwa	

AC –
Item No. –

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Title of the Course: Financial Technologies

Programmes: (Semester VI)	
1	Bachelor of Commerce (Management Studies)
2	Bachelor of Commerce (Accounting and Finance)
3	Bachelor of Commerce (Banking and Insurance)

Syllabus for 4 Credits

From the Academic Year: A.Y. 2026 - 2027

Name of the Course: Financial Technologies

Sr. No.	Heading	Particulars
1	Description of the Course:	This course introduces students to the evolving field of financial technologies (FinTech). It covers key aspects of digital finance, such as block chain, digital payments, peer-to peer lending, robo-advisors, and regulatory challenges. The course emphasizes the integration of traditional financial systems with innovative technology, focusing on the practical applications and future trends in financial services. The course aims to equip students with the skills necessary to understand and leverage FinTech in the modern financial landscape.
2	Vertical:	Minor
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation: 40 Marks Semester End: 60 Marks
7	Course Objectives:	<ol style="list-style-type: none"> 1. To understand the basics of financial technologies (FinTech) and their impact on finance. 2. To explore key FinTech components like digital payments, block chain, and robo advisors. 3. To learn how FinTech is applied in financial markets and services. 4. To understand the challenges and regulations related to FinTech innovations.
8	Course Outcomes:	<p>By the end of the course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the role of FinTech in changing financial services. 2. Explain the key FinTech components such as digital payments and block chain. 3. Understand how FinTech works in real-world financial markets. 4. Understand the challenges and regulations around new financial technologies.

9	Modules:
	Module 1: Introduction to Financial Technologies (15 Hours)
	<ul style="list-style-type: none"> • Overview of Financial Technologies (FinTech) • Evolution of FinTech and its Impact on Traditional Finance • Key Components of FinTech (Digital Payments, Blockchain, Crowdfunding, RoboAdvisory) • Role of FinTech in Financial Inclusion
	Module 2: Digital Payments and Blockchain Technology (15 Hours)
	<ul style="list-style-type: none"> • Digital Payment Systems (UPI, Mobile Wallets, Cryptocurrencies) • Payment Gateways and Their Working • Introduction to Blockchain Technology • Applications of Blockchain in Finance (Cryptocurrencies, Smart Contracts, Distributed Ledgers)
Module 3: Peer-to-Peer Lending and Crowdfunding (15 Hours)	
<ul style="list-style-type: none"> • Introduction to Peer-to-Peer Lending (P2P Lending) • How P2P Lending Platforms Work • Risks and Benefits of P2P Lending • Crowdfunding: Types (Equity, Donation-based, Reward-based) and Platforms (Kickstarter, Indiegogo) • Regulatory Issues and Legal Challenges in Crowdfunding and P2P Lending 	
Module 4: Robo-Advisory and Artificial Intelligence in Finance (15 Hours)	
<ul style="list-style-type: none"> • Introduction to Robo-Advisors and Their Functioning • The Role of AI in Financial Planning and Wealth Management • Algorithms and Machine Learning in Investment Decisions • Impact of AI on Traditional Financial Services • Regulatory and Ethical Issues in AI-based Financial Products 	

10	References: <ol style="list-style-type: none"> Gomber, P., Kauffman, R. J., Parker, C., & Weber, B. W. (2018). On the Fintech Revolution: Interpreting the Forces of Innovation, Disruption, and Transformation in Financial Services. Springer. Narayan, P., & Saraswat, A. (2020). FinTech: The Impact and Future of Financial Technologies. Wiley. Thakor, A. V. (2020). FinTech, Digital Currency, and the Future of Financial Services. Springer. Tiwari, R., & Buse, S. (2021). FinTech and the Future of Finance. Routledge. Vives, X. (2017). The Regulatory Challenges of FinTech. Oxford University Press. 																
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Signatures of Team Members

Sr. No	Name	Signature
1.	Ms. Neha Sawant	
2.	Ms. Shivani Revankar	

AC –
Item No. –

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Cloud Computing

Programmes:

- B.Com (Management Studies)**
- B.C.om (Accounting & Finance)**
- B.Com (Banking & Insurance)**
- B.Com (Financial Markets)**

Semester: VI

**Syllabus for 4 Credits
From the Academic Year 2026-2027**

Name of the Course : Cloud Computing

Sr. No.	Heading	Particulars
1	Description of the Course :	This course provides a comprehensive understanding of the fundamental concepts, technologies, architectures, and applications of Cloud Computing. It introduces students to the evolution of distributed and parallel computing that led to the emergence of cloud computing as a scalable and cost-effective computing paradigm.
2	Vertical :	Minor
3	Type :	Theory
4	Credit:	4 credits
5	Hours Allotted :	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: Enable learners to :	<ol style="list-style-type: none"> 1. to the concept of cloud computing in a business environment and help them understand how businesses have evolved from traditional IT systems to cloud-based services for improving efficiency, flexibility, and cost control. 2. role of cloud computing in supporting key business operations such as finance, human resources, customer management, supply chain, digital marketing, and remote collaboration across different business sectors. 3. various cloud business models, service options, and adoption strategies so they can understand how organizations select suitable cloud solutions based on size, needs, and growth stage. 4. awareness of business risks, governance practices, cost management, and compliance issues related to cloud computing, enabling informed decision-making and responsible cloud usage in organizations.
8	Course Outcomes: Learners will be able to :	<ol style="list-style-type: none"> 1. explain cloud computing concepts from a business perspective and identify the reasons why organizations adopt cloud solutions instead of traditional IT systems. 2. describe how cloud services are applied in different business functions and industries, and analyze their role in improving operational efficiency, automation, and business continuity. 3. compare traditional IT setups with cloud-based systems in terms of cost, scalability, maintenance, and flexibility, and understand suitable cloud adoption strategies for startups, SMEs, and large enterprises. 4. recognize business risks associated with cloud usage, understand the importance of SLAs, data security, compliance, and governance, and apply best practices for monitoring performance and managing cloud costs.

9

Modules:-

Module 1: Cloud Computing in Business Environment

(15 Hours)

- Meaning of cloud computing in a business context. Evolution from traditional office IT systems to cloud-based business services, Reasons for cloud adoption by businesses.
- Business-oriented features of cloud computing: Scalability for business growth, flexibility for startups and SMEs, On-demand access to business applications, Pay-as-you-use pricing model
- Comparison of traditional IT setup and cloud services from a business perspective, Cloud ecosystem: service providers, business users, and service partners
- Applications of cloud computing in: Banking and digital payments, E-commerce, Accounting and billing systems, Digital marketing, Remote work and collaboration.

Module 2: Cloud Computing for Business Operations

(15 Hours)

- Cloud computing as a service model for businesses, Use of cloud services in business functions: Finance and accounting management, Customer Relationship Management (CRM), Human Resource Management (HRM), Inventory and supply chain management
- Role of cloud services in business process automation, Business continuity and disaster recovery using cloud services, Benefits of cloud adoption for small, medium, and large enterprises
- Business challenges in cloud usage: Dependence on service providers, Internet connectivity issues, Cost monitoring and control,
- Industry examples of cloud usage in different business sectors.

Module 3: Cloud Business Models and Adoption Strategies

(15 Hours)

- Overview of cloud service models from a business perspective, Selection of cloud solutions based on organizational needs, Public, private, and hybrid cloud usage in business scenarios
- Traditional IT systems versus cloud-based systems: Cost structure, Maintenance responsibility Scalability and flexibility.
- Service Level Agreements (SLA): Service availability, Performance commitment, Customer support and responsibilities,
- Cloud adoption strategies for startups, growing businesses, and enterprises.

Module 4 : Cloud Risk Management and Governance**(15 Hours)**

- Business risks associated with cloud computing, Data security and privacy concerns in cloud environments, Managing access and authorization for employees, Compliance with legal and regulatory requirements
- Trust and reliability of cloud service providers, Security and responsibility clauses in SLAs, Monitoring cloud service performance and usage
- Managing and optimizing cloud service costs
- Best practices for cloud governance in organizations

10	Reference Books: <ul style="list-style-type: none"> • Cloud Computing: Concepts, Technology & Architecture by *Thomas Erl, *Ricardo Puttini & *Zaigham Mahmood – Pearson. • Mastering Cloud Computing by *Rajkumar Buyya, *Christian Vecchiola & *S. Thamarai Selvi – McGraw-Hill Education. • Cloud Computing: A Hands-On Approach by *Arshdeep Bahga & *Vijay Madisetti – Universities Press. 	
11	Internal Continuous Assessment: 40%	Semester End Examination : 60%
12	Continuous Evaluation through: <p style="text-align: center;">Class Test : 20 Marks Assignment : 20 Marks</p> <p style="text-align: center;">Total : 40 Marls</p>	
13	<p style="text-align: center;">Question Paper Pattern for Semester End Examination</p> <p style="text-align: center;">Maximum Marks: 60 Duration: 2 Hrs.</p> <p style="text-align: center;">Note: All questions are compulsory. Each question has an internal choice.</p> <p style="text-align: center;"><i>[Refer to Next Page]</i></p>	

Question Number	Nature of Questions		Maximum Marks
1)	Attempt any 3		
	a)		15
	b)		
	c)		
	d)		
	e)		
2)	Attempt any 3		
	a)		15
	b)		
	c)		
	d)		
	e)		
3)	Attempt any 3		
	a)		15
	b)		
	c)		
	d)		
	e)		
4)	Attempt any 3		
	a)		15
	b)		
	c)		
	d)		
	e)		

Signatures of Team Members

Sr.No	Name	Signature
1.	Mr. Deepak Sharma	
2.	Ms. Vibhuti Barad	
3.	Ms. Sabiha Malik	

Approved by the Academic Council on 11-3-25 item no.4 for the B.Com Programme.

Approved by the BoS in Business Economics on 04-03-2025 Item No. 06 for the B.Com Programme.

Approved by the Academic Council on 14-3-26 item no.04 for the B.Com in Management Studies, B.Com in Accounting and Finance, B.Com in Banking and Insurance, B.Com in Financial Markets and B.Sc. in Information Technology

Approved by the BoS in Business Economics on 27-02-2026 Item No. 05 for the B.Com in Management Studies, B.Com in Accounting and Finance, B.Com in Banking and Insurance, B.Com in Financial Markets and B.Sc. in Information Technology

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Knowledge is Supreme

Business Economics- (Semester VI): Contemporary Issues of Indian Economy

**Syllabus for 4 credit Course from the academic year 2025-2026 for
B.Com. Programme
Title of the Course: Business Economics- (Semester VI): Contemporary Issues
of Indian Economy**

**Applicable to B.Com in Management Studies, B.Com in Accounting and
Finance, B.Com in Banking and Insurance, B.Com in Financial Markets and
B.Sc. in Information Technology
Wef A.Y. 2026-2027**

Sr. No.	Heading	Particulars
1)	Description the course	<p>The course on offers a comprehensive examination of India's economic trajectory over the past decade or so (2010-2023), focusing on key trends, policy frameworks, and strategic insights that have shaped its development. Designed for students interested in understanding the dynamic landscape of one of the world's fastest-growing economies, the course delves into critical aspects of economic growth, sectoral dynamics, international trade, socioeconomic challenges, and policy responses.</p> <p>Justification for the selection of the period 2010-2023:</p> <ol style="list-style-type: none"> 1) Analyses India's economic performance post-liberalisation with a focus on growth phases and challenges. 2) Evaluates the effects of major reforms such as GST implementation, inflation targeting, digitalisation of the economy and fiscal policy changes. 3) Studies the evolution of agriculture, industry, and services sectors, highlighting sector-specific policies and advancements. 4) Explores India's integration into global markets through trade agreements, FDI trends, and economic diplomacy. 5) Provides insights into contemporary economic issues like inequality, employment dynamics, and environmental sustainability, crucial for policy analysis.
2)	Programme	B.Com.; B.Com in Management Studies, B.Com in Accounting and Finance, B.Com in Banking and Insurance, B.Com in Financial Markets and B.Sc. in Information Technology
3)	Semester	VI
4)	Course/ Subject	Business Economics: Contemporary Issues of Indian Economy.
5)	A.Y.	2025-2026
6)	Vertical:	Minor
7)	Type:	Theory
8)	Credits:	04

9)	Hours Allotted:	60
10)	Marks Allotted:	Total Marks: 100 Continuous Evaluation Marks: 40 Semester End Examination Marks: 60

Course Objectives: By end of this course student should be able to-

- 1) understand the key phases of India's economic growth post-liberalisation, focusing on the factors influencing high growth periods and slowdowns, alongside the evolution of monetary and fiscal policies.
- 2) explore the dynamics of key sectors in the Indian economy, including agriculture, industry, infrastructure, and services, and assess the impact of technological advancements and government initiatives.
- 3) examine India's trade policies, foreign direct investment trends, and the impact of globalisation on economic integration and competitiveness in global markets.
- 4) understand the socioeconomic challenges in India, including inequality, poverty, employment, and environmental sustainability, and examine the effectiveness of government policies in addressing these issues.

Course Outcomes: Upon completion of this course students will be able to:

- 1) critically analyse India's economic growth trajectory in comparison with other emerging economies and evaluate the impact of monetary and fiscal policies on the nation's economic stability.
- 2) assess sector-specific challenges and opportunities, and propose strategies for enhancing sectoral growth and development in the context of technological innovation and policy interventions.
- 3) evaluate the effectiveness of India's trade and FDI policies, and analyse the country's role in global supply chains and its response to geopolitical challenges.
- 4) critically assess the impact of socioeconomic policies on inequality, poverty, and environmental sustainability, and propose policy recommendations for promoting inclusive and sustainable development in India.

Module 1: Macroeconomic Framework of India (15 hours)	
1) Economic Growth and Development	<ol style="list-style-type: none"> a) Growth of the economy during the post-liberalisation phase (2010-2023): High Growth Phase (2012-2013 to 2016-2017), Slow Growth Phase (2017-2018 to 2020-2021) and Recovery of Growth Phase (2021-2022 to 2023-2024). b) Role of government policies in shaping economic growth: Key government initiatives and reforms post-liberalisation, such as Make in India, Digital India, and infrastructure development, and their impact on economic growth during various phases. c) Comparative analysis: India's growth trajectory compared to major emerging economies like China, Brazil, and South Africa. d) Middle Income Trap: Understanding the trap and assessing India's challenges, Structural issues like low productivity, limited

	innovation, and labour market constraints and Government efforts in human capital, technology, and infrastructure to boost growth.
2) Monetary Policy and Inflation	<ul style="list-style-type: none"> a) Evolution of RBI's monetary policy framework since 2010: Shift towards inflation targeting, policy rate changes, and their impacts b) Effectiveness of inflation targeting regime: Analysis of inflation rates, core inflation, and policy responses. c) Inflation trends from 2010 onwards: Analysis of factors influencing inflation, such as food prices, oil prices, and global economic conditions. d) Role monetary inflation management: Evaluation of the RBI's strategies and measures for controlling inflation during periods of economic shocks, such as global financial crises or sudden price spikes in essential commodities, and their effectiveness in maintaining price stability.
3) Fiscal Policy and Public Finance	<ul style="list-style-type: none"> a) Analysis of Union and State budgets (2010-2023): Key expenditure patterns, revenue sources, and fiscal deficits. b) Fiscal reforms: Impact of GST implementation, Direct Tax Code reforms, and FRBM Act amendments. c) Public debt management strategies and sustainability: Trends in public debt levels, debt-to-GDP ratio, and fiscal consolidation efforts. d) Assessment of fiscal policy effectiveness in achieving economic stability: Evaluation of how fiscal policies and budgetary measures have influenced economic stability, including their impact on economic growth, inflation control, and public sector efficiency.
Module II: Sectoral Dynamics (15 hours)	
1) Agriculture and Rural Development	<ul style="list-style-type: none"> a) Agrarian distress: Causes such as land fragmentation, water scarcity, and price volatility; policy interventions and outcomes. b) Technological advancements in agriculture: Adoption of precision farming, biotechnology, and climate-resilient crop varieties. c) Climate change resilience in agriculture: Government policies for sustainable agriculture, irrigation schemes, and crop insurance reforms. d) Impact of rural infrastructure development on agricultural productivity: Analysis of how investments in rural infrastructure, such as roads, storage facilities, and market access, influence agricultural productivity and rural development outcomes.
2) Industry and Infrastructure	<ul style="list-style-type: none"> a) Make in India initiative: Assessment of sector-specific policies, impact on manufacturing growth, and challenges faced by small and medium enterprises (SMEs). b) Role of infrastructure development: Investment in roads, railways, ports, and smart cities; impact on logistics and industrial growth. c) Assessment of the impact of regulatory reforms on industrial growth: Examination of how changes in regulations, such as ease of doing business reforms and industrial policy updates, have influenced the growth and competitiveness of the industrial sector.

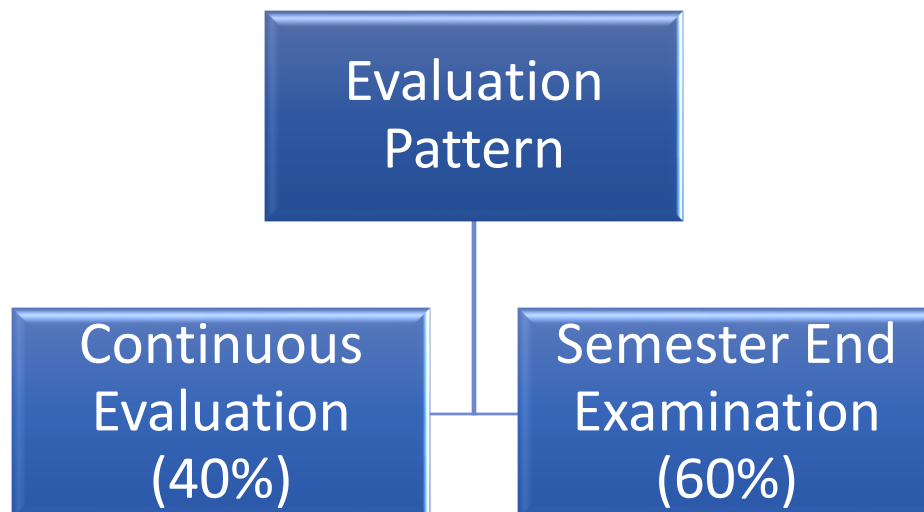
	d) Industry 4.0 and its implications: Adoption of automation, artificial intelligence, and robotics in manufacturing; skill development initiatives.
3) Services Sector and Digital Economy	<p>a) Growth of IT, finance, and healthcare services since 2010: Role in GDP growth, employment generation, and global competitiveness.</p> <p>b) Financial inclusion initiatives: Jan Dhan Yojana, PMJDY, and their impact on banking penetration and rural development.</p> <p>c) Digital economy: Opportunities in e-commerce, digital payments, and cybersecurity challenges; regulatory frameworks and policy initiatives.</p> <p>d) India's Tryst with Tech Independence: The role of Digital Public Infrastructure Framework, the National Quantum Computing Mission, Artificial Intelligence and fabrication of semi-conductors.</p>
Module III: International Trade and Policies (15 hours)	
1) Trade Policy and Agreements	<p>a) Evolution of India's trade policy: Liberalisation measures, FTAs, and changes in tariff structures; impact on import-export trends.</p> <p>b) Bilateral and regional trade agreements: Case studies of agreements with ASEAN, EU, and US; analysis of benefits and challenges.</p> <p>c) WTO negotiations and India's stance: Dispute resolutions, negotiations on services and agriculture, and their implications for Indian trade.</p> <p>d) Impact of trade policy changes on domestic industries: Analysis of how shifts in trade policies, such as tariff adjustments and trade liberalisation measures, have affected various domestic industries, including their competitiveness and growth prospects.</p>
2) Foreign Direct Investment (FDI)	<p>a) Trends in FDI inflows and their sectoral distribution: Analysis of major sectors attracting FDI such as manufacturing, services, and infrastructure.</p> <p>b) Role of FDI in India's Growth Process: Contribution to Economic Growth and Development, Impact on Employment and Skill Development, Technology Transfer and Innovation, Enhancement of Export Competitiveness and Regional Development and Investment Distribution.</p> <p>c) FDI policy reforms: Ease of Doing Business reforms, FDI limits and regulations, and impact on economic growth and employment.</p> <p>d) Strategies to attract and manage FDI inflows: Investor-friendly policies, incentives, and case studies of successful FDI projects.</p>
3) Globalisation and Economics of Integration	<p>a) India in global supply chains: Participation in manufacturing, services, and technology sectors; challenges and opportunities.</p> <p>b) Geopolitical factors influencing India's trade and investment policies: Impact of global events, trade wars, and geopolitical alignments.</p> <p>c) Enhancing competitiveness in global markets: Policy initiatives for skill development, export promotion, and market access in developed and emerging economies.</p>

	d) Globalisation and Its Future for India: Opportunities and Challenges in the Post-Pandemic Global Economy, Impact of Geopolitical Shifts on India's Global Integration and Sustainable Globalisation and India's Role in Climate Policy.
Module IV: Socioeconomic Issues and Policies (15 hours)	
1) Inequality, Poverty, and Social Justice	<p>a) Intersection of economic growth and social equity: Examination of how economic growth affects social equity, including the balancing act between promoting economic development and addressing income inequality and social disparities.</p> <p>b) Trends in income and wealth inequality: Impact of economic policies on income distribution, Gini coefficient analysis.</p> <p>c) Poverty alleviation programmes: Assessment of schemes like MGNREGA, PMAY, and their effectiveness in reducing poverty.</p> <p>d) Social justice initiatives: Legal reforms, affirmative action policies, and challenges in achieving social inclusivity.</p>
2) Employment and Labour Market	<p>a) Employment trends and challenges in India since 2010: Analysis of formal and informal sector employment, youth unemployment rates.</p> <p>b) Informal sector dynamics: Size, composition, and policy interventions for informal sector workers.</p> <p>c) Skill development initiatives: Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Skill India Mission, and their role in bridging skill gaps and enhancing employability.</p> <p>d) Future of work and emerging job trends: Analysis of how technological advancements, automation, and digitalisation are shaping the future of work in India, including the creation of new job opportunities and the transformation of existing ones.</p>
3) Environmental Sustainability and Policies	<p>a) Impact of climate change on India's economy: Vulnerability assessment, sectors affected, and adaptation strategies.</p> <p>b) Sustainable development goals: Progress in achieving SDGs related to clean energy, sustainable cities, and climate action.</p> <p>c) Role of green finance in promoting sustainability: Examination of how green finance, including investment in sustainable projects and green bonds, supports environmental sustainability and the transition to a low-carbon economy in India.</p> <p>d) Policies for balancing economic growth with environmental conservation: Environmental regulations, pollution control measures, and renewable energy initiatives.</p>

References:

1. Balakrishnan, P. (2010). *Economic growth in India: History and prospect*. Oxford University Press.
2. Bardhan, P. (1998). *The political economy of development in India* (2nd ed.). Oxford University Press.

3. Basu, K., & Maertens, A. (Eds.). (2011). *The new Oxford companion to economics in India* (Vol. 1 & 2). Oxford University Press.
4. Datt, R., & Sundharam, K. P. M. (2021). *Indian economy* (75th ed.). S. Chand & Company.
5. Kapila, U. (2020). *Indian economy: Performance and policies* (20th ed.). Academic Foundation.
6. Kapila, U. (2024). *Indian economy since independence: A comprehensive and critical analysis of India's economy, 1947-2024* (35th ed.). Academic Foundation.
7. Misra, S. K., & Puri, V. K. (2021). *Indian economy* (40th ed.). Himalaya Publishing House.
8. Mohan, R. (Ed.). (2017). *India transformed: 25 years of economic reforms*. Penguin India.
9. Panagariya, A. (2008). *India: The emerging giant*. Oxford University Press.
10. Rangarajan, C. (Ed.). (2014). *Selected essays on Indian economy*. Academic Foundation.
11. **World Bank.** (2024). *World development report 2024: The Middle-Income trap*. World Bank. <https://openknowledge.worldbank.org/bitstreams/8dca4aff-e0f5-4865-b245-ec9c4583aa60/download>



Continuous Evaluation

(A)	
Book Review	Any one
Article Review	
Research Project	
(B)	
Class Test	Compulsory

Continues Evaluation Research Project Component

Research Project Rules and Guidelines

1. Topic Selection

- Choose **one topic only** from the provided list given against your **ROLL NUMBER ONLY**.
- Change in topic will **NOT BE ALLOWED**.

2. Project Format

Each project must include the following sections:

Section	Description
Cover Page	Title, Student Name, Roll Number, Class, College, and Date
Index	List of sections with page numbers
Introduction	Brief background and significance of the topic
Objectives	Clearly state 2–3 aims of your research
Methodology	Mention how you collected data (primary/secondary), sample size, tools used
Data Analysis	Use tables, graphs, or charts to explain findings
Interpretation	Explain your results in simple terms
Conclusion	Summarise key insights; suggest improvements or actions
References	Books, articles, websites (follow proper citation style)
Appendix (if any)	Include survey questionnaires, raw data, etc.

THE PROJECT REPORT MUST BE HAND WRITTEN IN THE BOOK LET AUTHORISED BY THE COLLEGE. USE BLUE INK.

3. Data Collection

- Projects must be based on **real-world examples, data, or observations**.
- Data may be collected through:
 - Online research (reliable websites, economic reports, articles)
 - Small surveys (questionnaire/interview)
 - Case studies (small businesses, startups, etc.)
- Cite all sources properly.

4. Page Limit & Presentation

- **Page Count:** 15 pages (including appendices).
- Ensure **neatness, clarity, and logical flow** of ideas.
- You are free to **affix** relevant pics or draw diagrams.

Question Paper Pattern of Semester End Examination (SEE)

Max. Marks: 60

Max.Duration: 2 hours

All questions are compulsory

			MAX.MARKS
Q.1	a)		MODULE I (5)
	b)		(5)
	c)		(5)
Q.2	a)		MODULE II (5)
	b)		(5)
	c)		(5)
Q.3	a)		MODULE III (5)
	b)		(5)
	c)		(5)
Q.4	a)		MODULE IV (5)
	b)		(5)
	c)		(5)

Notes sub-question a, b and c can be on the following:

- Definitions
- Short-answers
- Explanatory notes
- Caselets and/or numerical problems requiring use of quantitative and/or qualitative methodology to find solutions.

Approved by the Academic Council on 14-3-26 item no. 04

Approved by the BoS in Maths

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Linear Algebra

Programme:

**Bachelor of Commerce(Management Studies)
Bachelor of Commerce (Accounting & Finance)
Bachelor of Commerce (Banking & Insurance)
Bachelor of Commerce (Financial Markets)
Bachelor of Science (Information Technology)**

(Semester – VI)

**Syllabus for 04 Credit Course
From the Academic Year 2026 – 2027**

Name of the Course: Probability and Probability Distributions

Sr. No.	Heading	Particulars
1	Description of the course:	Linear algebra is a branch of mathematics that focuses on the study of vector spaces and linear transformations. It deals with systems of linear equations, matrices, determinants, eigenvalues, and eigenvectors. Linear algebra is widely applied in various areas, including computer graphics, machine learning, cryptography, signal processing, control theory, and operations research.
2	Vertical:	Minor
3	Type:	Theory/ Practical
4	Credit:	4 Credits (1 Credit = 15 Hours for Theory in a Semester)
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: The course aims to:	<ol style="list-style-type: none"> 1. To define matrices and understand their properties, including addition, scalar multiplication 2. To understand matrix multiplication, and transpose. 3. To understand the relationship between the solutions of linear systems 4. To learn the geometry of vector spaces.
8	Course Outcomes: After successful completion of the course, learners will be able to:	<ol style="list-style-type: none"> 1. Students will demonstrate a clear understanding of fundamental concepts in linear algebra 2. Also they will understand vectors, matrices, vector spaces, and linear transformations. 3. Students will be able to perform matrix operations efficiently, including addition, scalar multiplication, matrix multiplication 4. Student will be able to find the inverse of matrix
9	Modules	
	Modules I: Matrices and Linear Equations	(15 Hours)
	<ul style="list-style-type: none"> • Types of Matrices, Basic Properties of Matrices • Determinants, and their basic properties • Inverse of a matrix by row and column transformation • Solution of the system of linear equations 	
	Module II: Linear Mappings	(15 Hours)
	<ul style="list-style-type: none"> • Rank of a matrix, Gauss Elimination method • Representation of Linear Mappings by matrices • Rank Nullity Theorem and its applications • Eigen values, Properties of Eigenvalues 	
	Module 3: Canonical Forms	(15 Hours)
	<ul style="list-style-type: none"> • Eigen Vectors, Properties of Eigen Vectors • Minimal Polynomial • Jordan Canonical form • Triangulable operators 	

	Module 4: Inner Product Spaces (15 Hours)
	<ul style="list-style-type: none"> • Orthogonality • Adjoint of Linear Transformation • Unitary Operators • Self adjoint and Normal Operators
10	<p>Reference Books:</p> <ul style="list-style-type: none"> • <i>Narayan, Shanti, and P.K. Mittal. A Textbook of Matrices. S. Chand & Co.</i> • <i>Lay, David. Linear Algebra and Its Applications. Pearson Publications.</i> • <i>Sharma, R.D. Theory and Problems of Linear Algebra. Dreamtech.</i>

Evaluation Pattern

Continuous Evaluation: 40%
Semester End Examination: 60%

The Continuous evaluation will consist of

	Total Marks
Class Test/ Assignment/ Practical/ Project Work/ Presentation/ Case Study/ Book Review	40

Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 02 Hours

All Questions are Compulsory Carrying 15 Marks each.

Q. No.	Particular	Marks
Q-1	Q. 1 Attempt any Three (15 marks) a. b. c. d.	15 Marks
Q-2	Q. 2 Attempt any Three (15 marks) a. b. c. d.	15 Marks
Q-3	Q. 3 Attempt any Three (15 marks) a. b. c. d.	15 Marks
Q-4	Q. 4 Attempt any Three (15 marks) a. b. c. d.	15 Marks

Signature of Team Members

Sr. No.	Name	Signature
1	Ms. Shubha Chaubal	
2	Ms. Priyanka Malvankar	

Approved by the Academic Council on 14-3-26 item no. 04

Approved by the BoS in Maths

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Statistical Quality Control

Programme:

**Bachelor of Commerce(Management Studies)
Bachelor of Commerce (Accounting & Finance)
Bachelor of Commerce (Banking & Insurance)
Bachelor of Commerce (Financial Markets)
Bachelor of Science (Information Technology)**

(Semester – VI)

**Syllabus for 04 Credit Course
From the Academic Year 2026 – 2027**

Name of the Course: Probability and Probability Distributions

Sr. No.	Heading	Particulars
1	Description of the course:	Statistical Quality Control (SQC) is a branch of statistics that involves the application of statistical methods to monitor and improve the quality of products and processes. SQC techniques include statistical process control (SPC), design of experiments (DOE), acceptance sampling, reliability analysis, and Six Sigma methodologies. Graduates with proficiency in SQC have various career opportunities in quality assurance, quality engineering, process improvement, and operations management.
2	Vertical:	Minor
3	Type:	Theory/ Practical
4	Credit:	4 Credits (1 Credit = 15 Hours for Theory in a Semester)
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: The course aims to:	<ol style="list-style-type: none"> 1. Introduce students to the principles and methodologies of Statistical Quality Control (SQC) 2. Create interest in the topics statistical process control (SPC), acceptance sampling, design of experiments (DOE), and reliability analysis. 3. Teach students how to apply statistical tools and techniques to monitor, analyze, and improve the quality of products and process 4. Teach students control charts, Pareto analysis, histograms, scatter plots, and cause-and-effect diagrams.
8	Course Outcomes: After successful completion of the course, learners will be able to:	<ol style="list-style-type: none"> 1. Students will be familiar with the principles and methodologies of Statistical Quality Control, including statistical process control (SPC), 2. Students also will be familiar with the acceptance sampling, design of experiments (DOE), and reliability analysis 3. Students will be proficient in using statistical tools and techniques to monitor, analyze, and improve the quality of products and processes 4. Teaching students control charts, Pareto analysis, histograms, scatter plots, and cause-and-effect diagrams
9	Modules	
	Modules I: Concept of Quality	(15 Hours)
	<ul style="list-style-type: none"> • Meaning and definition of Quality, Quality characteristics (variables and attributes), Quality in manufacturing and services, Dimensions of quality (performance, reliability, durability, etc.) • Quality Control: Meaning and objectives of Quality Control, Role of statistics in Quality Control, Difference between Quality Control, Quality Assurance, and Quality Management • Basic Statistical Concepts: Population and Sample, Descriptive statistics: Mean, Median, Mode, Variance, Standard Deviation, Normal distribution and its properties (conceptual only) 	

	<p>Module II: Control Charts for Variables (15 Hours)</p> <ul style="list-style-type: none"> • Concept of Control Charts, Need and purpose of control charts, Types of control charts Process variability and causes (chance and assignable causes) • \bar{X} (Mean) and R (Range) Charts: Construction of \bar{X} chart, Construction of R chart, Control limits and interpretation, Numerical problems • \bar{X} and S Charts (Conceptual): Standard deviation charts (basic concept), Comparison between R and S charts
	<p>Module 3: Control Charts for Attributes (15 Hours)</p> <ul style="list-style-type: none"> • Attribute Quality Characteristics, Defect and defective, Attribute data vs Variable data • Control Charts for Attributes: p-chart (fraction defective), np-chart (number of defectives), c-chart (number of defects), u-chart (defects per unit), Construction and interpretation with numerical problems
	<p>Module 4: Acceptance Sampling and Quality Improvement (15 Hours)</p> <ul style="list-style-type: none"> • Acceptance Sampling: Concept of acceptance sampling, Sampling inspection vs 100% inspection, Types of sampling plans (single sampling plan), Operating Characteristic (OC) curve (conceptual) • Producer's Risk and Consumer's Risk: Meaning and interpretation, AQL and LTPD (conceptual) • Quality Improvement Tools (Introductory): Pareto chart, Cause-and-effect (Fishbone) diagram, Histogram and Flowchart, Basic concept of Six Sigma and TQM
10	<p>Reference Books:</p> <ul style="list-style-type: none"> • Grant, E.L., and Leavenworth. <i>Statistical Quality Control</i>. McGraw Hill, New Delhi. • Duncan, A.J. <i>Quality Control and Industrial Statistics</i>. Taraporewala Sons & Ltd. • Kamji, and Asher. <i>100 Methods of TQM</i>. Sage Publication • S. C. Gupta & V. K. Kapoor – <i>Fundamentals of Mathematical Statistics</i>

Evaluation Pattern

Continuous Evaluation: 40%
Semester End Examination: 60%

The Continuous evaluation will consist of

	Total Marks
Class Test/ Assignment/ Practical/ Project Work/ Presentation/ Case Study/ Book Review	40

Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 02 Hours

All Questions are Compulsory Carrying 15 Marks each.

Q. No.	Particular	Marks
Q-1	Q. 1 Attempt any Three (15 marks) a. b. c. d.	15 Marks
Q-2	Q. 2 Attempt any Three (15 marks) a. b. c. d.	15 Marks
Q-3	Q. 3 Attempt any Three (15 marks) a. b. c. d.	15 Marks
Q-4	Q. 4 Attempt any Three (15 marks) a. b. c. d.	15 Marks

Signature of Team Members

Sr. No.	Name	Signature
1	Ms. Shubha Chaubal	
2	Ms. Priyanka Malvankar	