

Mcom Part II (Business Management) - Sem III & IV



Hindi Vidya Prachar Samiti's
Ramniranjan Jhunhunwala College
of Arts, Science & Commerce
(Empowered Autonomous)

Affiliated to
UNIVERSITY OF MUMBAI

Syllabus for the M.com Part II
Program: M.com (Business Management)
Program Code: RJCPGBM

(CBCS 2024-2025)

Mcom Part II (Business Management) - Sem III & IV

THE PREAMBLE

Why Commerce?

Commerce is as old as human civilization. Since ancient times commerce has been practiced all over the world, but the nature of commerce has changed over the years with the changes in economies around the world. Thus, it has become an inseparable part of everyone's life. Human wants are unlimited and becoming multiplied with social and economic developments. Commerce has the capacity to satisfy our needs and provide better life to society and human beings as it encompasses business, profession and employment. The scope of commerce is broader than any other subject because it deals with several human activities like marketing, banking, transportation, management, investments etc. Globalization has brought many countries close to each other indicating the need of trade and commerce between different nations for sharing resources, mutual development, updating know-how etc. Policies of the Government of India like 'Ease of doing', 'Atma Nirbhar Bharat', 'Start ups', 'Digital India' have encouraged new entrepreneurship in India in the 21st century.

The Indian economy is one of the fastest growing economies in the world. A goal of 5 trillion Indian economies in near term would expedite trade and commerce transactions. This has made learning of commerce indispensable, even if it is occupied in every field whether it is science, engineering, or IT. It develops skills and knowledge required for pursuing multiple career options. Students get a wide range of subject knowledge such as finance, marketing, management, accounts, advertising, law etc. which will be useful for them for pursuing their higher studies, employment or starting their own venture. Thus, commerce without human and business life will be next to impossible.

Under autonomy, the department has made curriculum more robust by incorporating skill based learning and value-added courses that impart practical knowledge of the subject to the students. The syllabus for commerce for all four semesters is meticulously designed so as to make the students understand the knowledge of different fields like Strategic management, Rural marketing, Logistic management, HRM, Research Methodology, Tax, Financial Accounting, Management, Global economics. The course contents are updated so as to keep students in line with trends in industry. The course contents are designed to improve student's employability and skills required for employability.

Mcom Part II (Business Management) - Sem III & IV

PROGRAMME OUTCOME (PO): M.COM (Business Management)

PO1	Deepen the understanding of business operations and enhance the skills in effectively managing enterprises, placing particular emphasis on Business Administration. Additionally, concentrate on advancing your expertise in Advanced Accounting and Taxation techniques.
PO2	To enhance critical thinking, problem-solving, qualitative and quantitative skills, required in the industry.
PO3	Provide advanced-level knowledge and foster a deeper understanding of current trends in commerce.
PO4	Provide individuals with the necessary skills to make them prepared for the industry and enhance their employability.

PROGRAM SPECIFIC OUTCOMES (PSO): M.COM (Business Management)

PSO1	Students will demonstrate the ability to effectively strategize, implement, and evaluate human resource practices, entrepreneurial endeavors, retail operations, and enterprise risk management initiatives, fostering sustainable organizational growth and resilience in dynamic business environments.
PSO2	Students will demonstrate a comprehensive understanding of optimizing logistical operations, fostering sustainable practices, and enhancing customer experiences within diverse organizational settings.
PSO3	Students will demonstrate the ability to analyze, redesign, and optimize organizational processes to enhance efficiency, effectiveness, and competitiveness in various industries.
PSO4	Students will be proficient in analyzing, interpreting, and managing the complex dynamics between employers, employees, and regulatory bodies within various organizational contexts
PSO5	Students will demonstrate advanced competencies in critical thinking, problem-solving, research methodology, and effective communication skills, enabling them to formulate, execute, and present high-quality, evidence-based research that contributes to the advancement of knowledge in their chosen field of study

Mcom Part II (Business Management) - Sem III & IV

DISTRIBUTION OF TOPICS AND CREDITS

MCOM PART II SEMESTER III

Course Code	Unit	Topic Heading	Credits	Duration
RJCPGBME301	Paper Title: Business Process Reengineering			60 Lectures
	I	Business process reengineering-an overview	04	
	II	Process Mapping, Analysis & Redesigning Business Processes		
	III	Implementation of Reengineering Projects		
	IV	BPR and continuous improvement		

Mcom Part II (Business Management) - Sem III & IV

Semester	:	III		
Title of the Subject / course	:	Business Process Reengineering		
Course Code	:	RJCPGBME301		
Credits	:	04	Duration	: 60 Lec

Learning Objectives

1	Students will understand a process-oriented approach to change management, integrating technology, organizational, and people-focused strategies to tackle complex problems effectively.
2	Students will learn to identify and manage various challenges in management through effective problem-solving and communication skills gained from their research projects.
3	Students will showcase how organizational development models are applied and validated through real-life case studies.

Course Outcome Number	On completion of the course, the students will be able to:	PSO Addressed	Blooms Level
CO1	Students will understand the historical background, fundamentals, concepts, and techniques of Business Process Reengineering (BPR), emphasizing the significance of technology as a catalyst for organizational change.	1,2,3	Level 2 Understand
CO2	Students will be able to effectively identify and address major issues in process redesign by aligning business vision and objectives, selecting appropriate processes for redesign,	1,2,3	Level 3 Apply
CO3	students will understand the phases of Business Process Reengineering (BPR), their interrelationship, and how BPR relates to Total Quality Management (TQM), benchmarking, and ISO standards.	1,2,3	Level 2 Understand
CO4	Students will understand and demonstrate the effective implementation of Business Process Reengineering (BPR), including its stages, critical aspects, and IT integration, through case studies	1,2,3	Level 3 Apply

Mcom Part II (Business Management) - Sem III & IV

SEMESTER III		L	Cr
COURSE: Business Process Reengineering	COURSE Code: RJCPGBME301	60	04
UNIT 01		15	
Business process reengineering-an overview			
Historical background Fundamentals of BPR Concepts and techniques. Changing business processes: the importance of technology as a driver for organization: Nature, significance and rationale of business process reengineering (BPR)			
UNIT 02		15	
Process Mapping, Analysis & Redesigning Business Processes			
Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.			
UNIT 03		15	
Implementation of Reengineering Projects			
BPR phases, Relationship between BPR phases. BPPE & TQM, benchmarking, ISO standards. Implementation of BPR-business process management, principles, Business models, barriers.			
UNIT 04		15	
BPR and continuous improvement			
Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. The concept of the learning organization and its influence on systems development: restructuring the organization .The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organizations in the future			

Reference Books:

1. Omar El Sawy, Business Process Re-engineering, Tata McGraw Hill , 2010
2. R. Srinivasan, Business Process Re-engineering, Tata McGraw Hill , 2011
3. Warner Winslow, Strategic Business Process Transformation through BPR, , Tata McGraw Hill , 1996
4. R. Radhakrishnan, Business Process Reengineering, Prentice Hall of India

Mcom Part II (Business Management) - Sem III & IV

MCOM PART II SEMESTER IV

Course Code	Unit	Topic Heading	Credits	Duration
RJCPGBME401	Paper Title: Industrial Relations			60 Lectures
	I	Industrial Relations: Scope and Significance	04	
	II	Trade Unions		
	III	Promotion of Harmonious Relations		
	IV	Grievances and Discipline		
	V	Collective Bargaining		

Mcom Part II (Business Management) - Sem III & IV

Semester	:	IV		
Title of the Subject / course	:	Industrial Relations		
Course Code	:	RJCPGBME401		
Credits	:	04	Duration	: 60 Lec

Learning Objectives	
1	To understand the evolution, significance, and current trends of industrial relations in India, and their impact on human resource management and dispute resolution.
2	To understand the theoretical foundations, legal framework, and practical aspects of trade unions, including their role in negotiation, collective settlements, and adapting to globalized contexts.
3	To gain an understanding of the mechanisms and principles that promote harmonious industrial relations and effectively address grievances and discipline.
4	To explore the practices and impact of collective bargaining in India, including participative management and worker participation schemes

Course Outcome Number	On completion of the course, the students will be able to:	PSO Addressed	Blooms Level
CO1	Develop an understanding of the scope, significance, and dynamics of industrial relations in India, including legal frameworks, approaches, and the impact of industrialization and human resource management.	4	Level 2 Understand
CO2	Acquire insights into the structure, management, and evolving roles of trade unions within the global and technological landscape	4	Level 3 Apply
CO3	Understand the strategies and procedures for fostering harmonious industrial relations and resolving disputes through conciliation, arbitration, and adherence to discipline codes	4	Level 2 Understand
CO4	Evaluate the effectiveness of collective bargaining practices and worker participation schemes in India's management systems	4	Level 5 Evaluate

Mcom Part II (Business Management) - Sem III & IV

SEMESTER III		L	Cr
COURSE: Industrial Relations	COURSE Code: RJCPGBME401	60	04
UNIT 01		15	
Industrial Relations: Scope and Significance			
Background to Industrial Relations Evolution of Industrial Relations in India Approaches to Industrial Relations Legal Frame Work of Industrial Relations Industrialization Strategy and Industrial Relations Human Resource Management and Industrial Relations Causes and Consequences of Industrial Disputes Recent Trends in Industrial Relations.			
UNIT 02		15	
Trade Unions			
Theoretical Foundations and Legal Framework Trade Union Structures Management of Trade Unions in India Negotiation and Collective settlements Tripartism and Social Dialogue New Role of Trade Unions -In the context of globalization, IT, trade and productivity			
UNIT 03		15	
Promotion of Harmonious Relations, Grievances and Discipline			
Machinery for Prevention and Settlement of Industrial Disputes Conciliation Arbitration and Adjudication Code of Discipline.			
UNIT 04		15	
Collective Bargaining			

Mcom Part II (Business Management) - Sem III & IV

CB Practices in India – Participative Management Forms and Levels Schemes of Workers' Participation in Management in India		
--	--	--

Reference Books:

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
5. Ratna Sen, "Industrial Relations in India", Macmillan India Ltd. New Delhi.

Mcom Part II (Business Management) - Sem III & IV

RULES AND REGULATIONS REGARDING ASSESSMENT AND EVALUATION

FOR SY PG UNDER NEP FROM A.Y. 2024-2025 ONWARDS-

1. A learner appearing for second year PG examination under NEP will have **maximum of 22 credits per semester** and examinations will be of **maximum 550 marks**.
2. Courses having **2 credits and 4 credits** will have examinations of **50 and 100 marks** respectively.
3. **Duration of examinations:**
 - An IA exam of 20/25 marks shall be of duration of 30 minutes.
 - An IA exam of 40 marks shall be of duration of 50 minutes. Departments may use different modes of internal evaluation.
 - An SEE exam of 30 marks (offline) shall be of duration of 1 hour.
 - An SEE exam of 50 marks (offline) shall be of duration of 2 hours.
 - An SEE exam of 50 marks (online MCQ) shall be of 60 minutes.
 - An SEE exam of 60 marks (offline) shall be of duration of 2 ½ hours.
4. **Appearing for SEE** for every paper is **compulsory** irrespective of the performance in the Internals examinations. A student absent in SEE will be thus declared failing in a given subject.
5. There shall be provision for supplementary examination for the benefit of students who miss their SEE on grounds of medical emergency or representing college at the national level event or any other equivalent event with a special permission granted by the Head of the institution.
6. There shall be no Additional Examinations for any of the Semesters except for the Semester III wherein one chance of credit improvement in Semester III shall be given before the Learner appears for the final Semester IV Examination.
7. Irrespective of the performance in Semester I and II, student shall migrate to Sem III. Eligibility for PG degree is that a learner must complete 22 credits in each semester.
8. All ordinances under UG examinations are applicable to PG examinations as well.

Mcom Part II (Business Management) - Sem III & IV

SEMESTER END EXAMINATION

Semester End Examination – 60 marks

	Note: 1. All questions are compulsory. 2. Each question carries equal marks.	Marks
Q.1	Answer any one of the following: (Module I) A. B.	10
Q2	Answer any one of the following: (Module II) A. B.	10
Q.3	Answer any one of the following: (Module III) A. B.	10
Q.4	Answer any one of the following: (Module IV) A. B.	10
Q.5	Write Short Notes on: (Any 4 out of 6) (From all modules)	20

Mcom Part II (Business Management) - Sem III & IV

Teaching and Learning Process

The teaching learning process in the learning outcomes based curriculum framework in the subject of Commerce is designed to develop the cognitive skills of every learner. The Post graduate courses offer the requisite skills for a profession and jobs in the Commerce field . All courses have practical's as an integral part which promotes the learner to acquire the requisite skills for employment by experiential learning.

An interesting combination of teaching learning processes is adopted in which the teacher and learners are actively involved.

Some of the salient teaching learning process are:

- Class lectures
- Presentations
- Group Discussion and Workshops
- Peer teaching and learning
- Flipped classroom, project-based learning, quiz, seminars, exhibitions, posters
- Practical experimental design planning, analysis, interpretation, application of knowledge gained, field projects, mini projects.
- Technology enabled self-learning.
- Internships, On job training
- Project work

The effective teaching strategies would address the requirements of learner to learn at their own pace. The teaching pedagogy adopted to ensure inculcate higher order skills in the learner. The entire program is also designed to foster human values, environmental consciousness for an equitable society. The teaching learning processes adopted would aim at participatory pedagogy.

Mapping of the course to employability/ Entrepreneurship/ Skill development

Mcom Part II (Business Management) - Sem III & IV

Class	Course Name	Course Code	Topics focusing on Employability/Entrepreneurship/ Skill development	Employability/Entrepreneurship/ Skill development	Specific Activity
MCOM PART II	Business Process Reengineering	RJCPGBME301	Role of information technology (IT), BPRE & TQM, benchmarking, ISO standards.	Employability and skill development - Employability as trainer to implement new business process. Employability in R & D for improvement in existing process. Skills develop like, Communication and Collaboration, Change Management	Case studies, Assignment.
MCOM PART II	Industrial Relations	RJCPGBME401	Human Resource Management and Industrial Relations, Management of Trade Unions in India Negotiation and Collective settlement, Settlement of Industrial Disputes.	Employability in HR management. Skills develop like negotiation skills and an understanding of worker rights, conflict resolution and maintaining a positive work environment.	Class room discussion and discussion of case studies to get practical approach of the subject.

Mcom Part II (Business Management) - Sem III & IV

Mapping of curriculum with the relevance in the local, regional, national and global development needs

Sr. No	Course Code/ Topic (Paper/ Unit/ Content)	Relevance
1	Business Process Reengineering	Regional, National and Global development needs
2	Industrial Relations	Regional, National and Global development needs

Mapping of curriculum with cross cutting issues viz, Professional Ethics, Gender, Human Values, Environmental and Sustainable Development Goals and NEP 2020

Sr. No	Name of the Course	Course Code	Issues addressed
1	Business Process Reengineering	RJCPGBME301.	Professional Ethics, Gender sensitization, SDG 5, SDG 8, SDG 9
2	Industrial Relations	RJCPGBME401,	SDG 8, SDG 9, SDG 16