

**The Kelkar Education Trust's  
V. G. Vaze College of Arts, Science and Commerce  
(Autonomous)**



**The Kelkar Education Trust's  
Vinayak Ganesh Vaze College of Arts, Science & Commerce  
(Autonomous)**

**SYLLABUS FOR S.Y.B.COM  
(JUNE 2023 ONWARDS)**

**PROGRAMME: BACHELOR OF COMMERCE**

**SEMESTER III & IV**

**COURSE: COMMERCE III & IV**

<b>Course Code</b>	<b>Paper Title</b>	<b>Credit</b>
<b>VCCM201 &amp; VCCM251</b>	<b>Commerce III &amp; IV</b>	<b>04</b>

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**1. Syllabus as per Choice Based Credit System**

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| <b>1) Name of the Programme</b>                 | <b>: S.Y.B.COM – COMMERCE III &amp; IV</b> |
| <b>2) Course Code</b>                           | <b>: VCCM201 &amp; VCCM251</b>             |
| <b>3) Course Title</b>                          | <b>: Commerce III &amp; IV</b>             |
| <b>4) Semester wise Course Contents</b>         | <b>: Copy of the syllabus Enclosed</b>     |
| <b>5) Reference &amp; Additional References</b> | <b>: Enclosed in the syllabus</b>          |
| <b>6) Credit Structure</b>                      |  |
| <b>(No. of Credit per Semester)</b>             | <b>: 04</b>                                |
| <b>7) No. of Lectures Per Unit</b>              | <b>: 16</b>                                |
| <b>8) No. of Lectures Per Week</b>              | <b>: 04</b>                                |
| <b>9) No. of Tutorials Per Week</b>             | <b>: NIL</b>                               |

**2. Scheme of Examination**

**: Semester End Exam: 60 Marks**

(4 Questions of 15 Marks)

**Internal Assessment 40 Marks:**

**Test: 15 Marks**

**Project/Assignments: 15 Marks**

**Class Participation: 10 Marks**

**3. Special Notes (if any)**

**: No**

**4. Eligibility (if any)**

**: As laid down in the College-  
-Admission Brochure/Website**

**5. Fee Structure**

**: As per College Fee Structure Specification**

**6. Special Ordinances/Resolutions (if any)**

**: No**

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Programme: SYBCOM

Semester: III & IV

Course: Commerce III & IV

Course Code: VCCM201 & VCCM251

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	4	15	15	10	-	-	60	100

Maximum Time, Semester End Exam (Theory) – 2 Hrs.

**Prerequisite: Basic Interest in Management Skills**

### Course Objectives

- 1) To help the students gain an understanding of the functions and responsibilities of managers.
- 2) To help the students to develop cognizance of the importance of management principles.

### Distribution of marks as per Units, COs and Bloom's Taxonomy

Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Remember	Define / State	Essay Type	15	25
2	CO2: Understand	Classify/Describe/ Discuss/ Identify / Recognise	Essay Type, Problem solving	15	25
3	CO3: Apply	Demonstrate / Execute	Essay Type, Problem solving	15	25
4	CO4: Evaluate	Argue / Judge / Critique	Essay Type, Problem solving	15	25

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**COMMERCE III**

**Course Outcomes:**

**Students should be able to...**

**CO1:** Remember the concept, nature, and functions of management, and explain the evolution of management thoughts, including classical, neo-classical, and modern approaches.

**CO2:** Understand the steps and importance of planning, decision-making techniques, and the role of tools like MBO, MIS, and business analytics in enhancing managerial efficiency.

**CO3:** Apply the ability to organize business activities by analyzing organizational structures, departmentation, delegation of authority, and centralization versus decentralization.

**CO4:** Evaluate leadership styles, motivational techniques, and communication strategies to address challenges in directing and controlling business operations effectively.

**COMMERCE III – MANAGEMENT: FUNCTIONS & CHALLENGES**

<b>Course Contents Semester III</b>		
<b>Sr. No.</b>	<b>Modules/Units</b>	
<b>1</b>	<b>Introduction to Management</b>	<b>Lectures</b>
	<p><b>Management:</b> Concept, Nature, Functions, Managerial Skills &amp; Competencies</p> <p><b>Evolution of Management Thoughts:</b></p> <ul style="list-style-type: none"> <li>• Classical Approach: Scientific Management – F.W. Taylor's Contribution</li> <li>• Classical Organisation Theory: Henri Fayol's Principles</li> <li>• Neo-Classical: Human Relations Approach – Elton Mayo's Hawthorne Experiments</li> </ul> <p><b>Modern Management Approach:</b> Peter Drucker's Dimensions of Management, Indian Management Thoughts: Origin &amp; Significance of Indian Ethos to Management, Examples of how Indian ethos can be applied to management, <b>Agile Management Methodology</b></p>	<b>15</b>
<b>2</b>	<b>Planning &amp; Decision Making</b>	<b>15</b>
	<p><b>Planning</b> - Steps, Importance, Components, Coordination – Importance, <b>Environmental, Social and Governance in Planning</b></p> <p><b>M.B.O</b> - Process, Advantages, Management by Exception – Advantages; Management Information System – Concepts, Components, Business Analytics – Concept, Purpose, Importance, Benefits to Small Businesses, Career in Business Analytics.</p> <p><b>Decision Making</b> - Techniques, Essentials of a Sound Decision Making, Impact of Technology on Decision Making, Design Thinking – Concept, Process, Purpose, Benefits</p>	
<b>3</b>	<b>Organising</b>	<b>15</b>

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	<p><b>Organising</b>-Steps, Organisation Structures – Features of Line &amp; Staff Organisations, Matrix Organisation, Virtual Organisation, Formal v/s Informal Organisation, Technology used in Organising</p> <p><b>Departmentation:</b> Meaning - Bases, Span of Management- Factors Influencing Span of Management, Tall and Flat Organisation.</p> <p><b>Delegation of Authority:</b> Process, Barriers to Delegation, Principles of Effective Delegation, Decentralisation: Factors Influencing Decentralisation, Centralization v/s Decentralisation</p>	
<b>4</b>	<b>Directing &amp; Controlling</b>	<b>15</b>
	<p><b>Motivation</b> – Concept, Importance, Recent Trends in Motivation, Influencing factors, Importance of Communication, Barriers to effective Communication</p> <p><b>Leadership</b>- Concept, Functions, Styles, Qualities of a Good Leader, Recent Trends in Leadership, Women in Leadership – Characteristics, <b>EI in Leadership</b></p> <p><b>Controlling</b> – Concept, Steps, Essentials of Good Control System, Techniques of Managerial Control – Modern &amp; Traditional.</p>	
	<b>Total</b>	<b>60</b>

**Distribution of marks as per Units, COs and Bloom's Taxonomy**

Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Understand	Classify/Describe/ Discuss/ Identify / Recognise	Essay Type	15	25
2	CO2: Analyse	Differentiate / Organise/ Examine / Experiment	Essay Type, Problem solving	15	25
3	CO3: Apply	Demonstrate / Execute / Interpret	Essay Type, Problem solving	15	25
4	CO4: Evaluate	Argue / Judge / Critique	Essay Type, Problem solving	15	25

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**COMMERCE IV**

**Course Outcomes:**

**Students should be able to...**

**CO1:** Understand key concepts in production management, including production systems, inventory control techniques, and measures to improve productivity.

**CO2:** Analyse the principles of quality management using tools like TQM, Six Sigma, ISO 9000 certification, and Kaizen to enhance product and service quality.

**CO3:** Apply knowledge of the Indian financial system by analyzing the structure of financial markets, SEBI's role in investor protection, and emerging trends like cryptocurrency and ESG practices.

**CO4:** Evaluate recent trends in finance such as mutual funds, derivatives markets, microfinance initiatives, and FinTech innovations to assess their impact on businesses and start-ups.

**COMMERCE IV – MANAGEMENT: PRODUCTION & FINANCE**

<b>Course Contents Semester IV</b>		
<b>Sr. No.</b>	<b>Modules/Units</b>	<b>Lectures</b>
<b>1</b>	<b>Production &amp; Inventory Management</b>	<b>15</b>
	<p><b>Production Management:</b> Objectives, Scope; Production Planning &amp; Control: Steps, Importance</p> <p><b>Production Systems:</b> Concept, Types - Continuous and Intermittent; Productivity: Concept, Factors Influencing Productivity, Measures for improving productivity.</p> <p><b>Inventory Management -</b> Objectives, Inventory Control- Techniques; Scientific Inventory Control System – Importance, <b>Modern Inventory Management Techniques</b></p>	
<b>2</b>	<b>Quality Management</b>	<b>15</b>
	<p><b>Introduction to Quality:</b> Dimensions of Quality; Cost of Quality: Types – Internal Failure Cost, External Failure Cost, Appraisal Cost Prevention Cost, Quality Circle: Features.</p> <p><b>Quality Management Tools:</b> TQM – Importance, Six Sigma – Process, ISO 9000 – Certification Procedure, Kaizen – Process, Root Cause Analysis – Concept, Steps, Methods, Case Study</p> <p><b>Service Quality Management:</b> Importance, SERVQUAL Model, Measures to Improve Service Quality.</p>	

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<b>3</b>	<b>Indian Financial System</b>	<b>15</b>
	<p><b>Indian Financial Market:</b> Structure, Primary Market – IPO Procedure; Alternative Investments, Dematerialisation: Process, Role of Depositories: NSDL and CDSL, Sustainability and ESG (Environmental, Social and Governance) – Self Study , <b>Cryptocurrency and Digital Assets</b></p> <p><b>SEBI:</b> Functions of SEBI, Investors protection measures of SEBI; Stock Exchange – Functions, Speculators, Use of Artificial Intelligence in Trading.</p> <p><b>Credit Rating:</b> Advantages, Credit Rating Agencies in India - CRISIL, CARE, &amp; ICRA</p>	
<b>4</b>	<b>Recent Trends in Finance</b>	<b>15</b>
	<p><b>Mutual Funds:</b> Advantages and Limitations, Types, Factors responsible for growth of Mutual Funds – Systematic Investment Plan.</p> <p><b>Commodity Market:</b> Categories; Derivatives Market: Types, Participants, Types of Derivative Instruments, Growth of Derivatives Market in India.</p> <p><b>Start-up Ventures:</b> Concept, Sources of Funding; Micro Finance – Importance, Role of Self-Help Groups, Impact of Covid-19 on Start-up Ventures, Micro-Finance and SHG. <b>Concept of Financial Technology (FinTech)</b></p>	
	<b>Total</b>	<b>60</b>

**Beyond Syllabus**

Problem-based learning, Case Studies, Guest Lectures on Recent Development, Paper presentations, and Industrial Visits, Digital Storytelling, Peer Learning & Assessment.

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**QUESTION PAPER PATTERN**

**Maximum Marks: 60**

**Duration: 2 Hours**

**Question to be set: 04**

<b>Q. No.</b>	<b>Particulars</b>	<b>Marks</b>
<b>Q. 1.</b>	<b>Module I</b> <b>Attempt any TWO of the following out of THREE Questions:</b> (i) (ii) (iii)	<b>15 Marks</b>
<b>Q.2.</b>	<b>Module II</b> <b>Attempt any TWO of the following out of THREE Questions:</b> (i) (ii) (iii)	<b>15 Marks</b>
<b>Q.3.</b>	<b>Module III</b> <b>Attempt any TWO of the following out of THREE Questions:</b> (i) (ii) (iii)	<b>15 Marks</b>
<b>Q.4.</b>	<b>Module IV</b> <b>Attempt any TWO of the following out of THREE Questions:</b> (i) (ii) (iii)	<b>15 Marks</b>

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**RECOMMENDED RESOURCES**

<b>Text Books</b>	
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Production and Operations Management –Prof. L.C. Jhamb, Event Publishing House.</li> <li>2. Production Planning &amp; Control- Prof L.C. Jhamb, Event Publishing House</li> <li>3. Production &amp; Operation Management (Text &amp; Cases)- K. Ashwathappa &amp; G. Sudeshana Reddy, Himalaya Publication.</li> <li>4. Launching New Ventures: An Entrepreneurial Approach- Kathleen R. Allen, Cengage Learning</li> <li>5. Essentials of Inventory Management-Max Muller, Amacon Publishes</li> <li>6. Indian Financial System—Bharathi Pathiak, Pearson Publication</li> <li>7. Financial Institutions and Markets: Structure Growth&amp; Innovations – L.M. Bhole, Jitendra Mahakad, Tata McGraw Hill.</li> <li>8. The Indian Financial System and Financial Market Operator-Vasant Desai, Himalaya</li> <li>9. Publishing Indian Financial System – M.Y. Khan, Tata McGraw –Hill</li> <li>10. Production and Operations Management –Anand Kumar Sharma, Anmol Publication</li> <li>11. Mutual Funds in India: Emerging Issues-Nalini Prava Tripathi, Excel Books New Delhi.</li> <li>12. Start-up Stand up: A step by step guide to Growing your Business, Nandini Vaidyanathan, Jaico Publishing House, Mumbai</li> <li>13. A Trades Guide to Indian Commodities Market-Vijay L. Bhambwani, Network 18 Publication Ltd.</li> </ol>
<b>Reference Sites &amp; Articles</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.onlinemanipal.com/blogs/how-business-analytics-help-business-grow">https://www.onlinemanipal.com/blogs/how-business-analytics-help-business-grow</a></li> <li>2. <a href="https://exeedcollege.com/blog/why-business-analytics-is-so-important-for-success/">https://exeedcollege.com/blog/why-business-analytics-is-so-important-for-success/</a></li> </ol>

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|  | <ol style="list-style-type: none"><li>3. <a href="https://careerfoundry.com/en/blog/ux-design/what-is-design-thinking-everything-you-need-to-know-to-get-started/#what-is-design-thinking">https://careerfoundry.com/en/blog/ux-design/what-is-design-thinking-everything-you-need-to-know-to-get-started/#what-is-design-thinking</a></li><li>4. <a href="https://www.techtarget.com/searchitoperations/definition/root-cause-analysis">https://www.techtarget.com/searchitoperations/definition/root-cause-analysis</a></li><li>5. <a href="https://online.hbs.edu/blog/post/types-of-alternative-investments">https://online.hbs.edu/blog/post/types-of-alternative-investments</a></li><li>6. Delen, D., &amp; Ram, S. (2018). Research challenges and opportunities in business analytics. <i>Journal of Business Analytics</i>, 1(1), 2-12.</li><li>7. Vidgen, R., Shaw, S., &amp; Grant, D. B. (2017). Management challenges in creating value from business analytics. <i>European Journal of Operational Research</i>, 261(2), 626-639.</li><li>8. Duan, Y., Cao, G., &amp; Edwards, J. S. (2020). Understanding the impact of business analytics on innovation. <i>European Journal of Operational Research</i>, 281(3), 673-686.</li></ol> |
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**The final syllabus has been approved by the following BoS Members:**

Dr. Adhir Vasant Ambavane - Head of the Department of Commerce

Mr. Manoj Arjun Sangare - Member – Faculty

Ms. Suchitra Poojari - Member – Faculty

Dr. Kishori Bhagat - Vice-Chancellor Nominee

Mr. Sanjeev Shah - Industry / Corporate Sector

Dr. Shobha Samir Dedhiya - Subject Expert – From Other University (SNDT)

Dr. Pramila Patil Subject Expert – From Other University (SNDT)

CA Kunal Sanil - Meritorious Alumnus



**DR. ADHIR AMBAVANE  
CHAIRMAN – BOS**



**DR. KISHORI BHAGAT  
VC – NOMINEE (BOS)**