

**As Per NEP 2020**

# **University of Mumbai**



## **Syllabus for Minor Vertical 2**

**Faculty of Faculty of Commerce & Management**

**Board of Studies in Bachelor of Management Studies**

**Third Year Programme in Minor B.Com. (Management Studies)**

|                               |                                                                                  |
|-------------------------------|----------------------------------------------------------------------------------|
| <b>Semester</b>               | <b>V</b>                                                                         |
| <b>Title of Paper</b>         | Industry & Service management IV<br>(Production & Design thinking<br>Management) |
| <b>Credits</b>                | <b>4</b>                                                                         |
| <b>Semester</b>               | <b>VI</b>                                                                        |
| <b>Title of Paper</b>         | Industry & Service management V (Integrity<br>and Sustainability Management)     |
| <b>Credits</b>                | <b>4</b>                                                                         |
| <b>From the Academic Year</b> | <b>2026-27</b>                                                                   |

**Sem. - V**

# Syllabus

## B.Com. Management Studies

### (Sem.- V)

**Title of Paper: Industry & Service management IV  
(Production & Design thinking Management)**

| Sr. No. | Heading                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Particulars                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | <b>Description the course :</b><br><br><b>Including but Not limited to :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>This course provides a dual perspective on managing complex manufacturing systems and high-engagement service environments. It explores the evolution of operational philosophies from traditional production models to digital-first, service-driven architectures. Students will master technical skills in process planning, quality systems like Six Sigma, and the visualization of customer journeys through service blueprinting. A unique feature of this curriculum is the integration of Design Thinking for human-centric problem-solving and prototyping. Finally, the course addresses the impact of Industry 4.0, AI, and sustainable practices in transforming modern industrial and service landscapes.</p> |
| 2       | <b>Vertical : 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Minor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 3       | <b>Type :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Theory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 4       | <b>Credit:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4 credits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 5       | <b>Hours Allotted :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 60 Hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 6       | <b>Marks Allotted:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100 Marks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 7       | <b>Course Objectives:</b> <ul style="list-style-type: none"> <li>To understand the structural distinctions and strategic frameworks governing both industrial production and service delivery systems.</li> <li>To equip students with tools for Production Planning, Lean Management, and Six Sigma to optimize resource utilization and quality.</li> <li>To develop a human-centric innovation mindset through the application of Design Thinking, Empathy Mapping, and Iterative Prototyping.</li> <li>To analyze the role of digital transformation (Industry 4.0, AI, and IoT) in creating resilient, ethical, and sustainable operational roadmaps.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 8       | <b>Course Outcomes:</b> <ul style="list-style-type: none"> <li>Students will be able to categorize and design different Production Systems and Process Strategies based on volume and variety requirements.</li> <li>Students will demonstrate proficiency in creating Service Blueprints to identify potential fail points and optimize customer touchpoints.</li> <li>Students will be capable of applying Lean and Six Sigma basics to eliminate waste and reduce process variability in industrial workflows.</li> <li>Students will be able to facilitate Design Thinking workshops using ideation techniques like SCAMPER and Empathy Mapping.</li> </ul>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <ul style="list-style-type: none"> <li>Students will understand the integration of Industry 4.0 technologies (Digital Twins, IoT, and Cloud) in modern manufacturing and service models.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 9  | <b>Modules:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|    | <b>Module 1: Foundations of Industry and Service Operations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|    | <ul style="list-style-type: none"> <li>Fundamentals of Industry and Service Systems: Conceptual frameworks and structural distinctions in operational environments</li> <li>Evolution of Production and Service Management: Historical progression and contemporary shifts in operational philosophies</li> <li>Types of Production Systems and Process Strategies: Comparative study of manufacturing models and strategic operational approaches</li> <li>Service Delivery Models and Customer Interaction Patterns: Design of service encounters and behaviour-driven service architecture</li> </ul>                                                        |
|    | <b>Module 2: Process Planning, Quality Systems, and Service Excellence</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|    | <ul style="list-style-type: none"> <li>Production Planning and Control: Synchronizing resources, scheduling and monitoring industrial workflows, Process Layout, Workflow Design, and Capacity Utilization</li> <li>Quality Management, Lean Systems, and Six Sigma Basics: Structured frameworks for defect reduction, process precision, and waste elimination</li> <li>Service Blueprinting and Customer Journey Mapping: End-to-end visualization of service experience and performance touchpoints</li> <li>Service Failure, Recovery, and Performance Improvement: Strategies for managing breakdowns and building resilient service standards</li> </ul> |
|    | <b>Module 3: Design Thinking and Creative Problem-Solving Frameworks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|    | <ul style="list-style-type: none"> <li>Introduction to Design Thinking: Human-centric innovation mindset and solution-building philosophy</li> <li>Empathy Mapping and Problem Framing: Decoding user needs and defining actionable problem statements</li> <li>Ideation Techniques: Brainstorming, SCAMPER, Creative Modeling, Tools for expansive thinking and conceptual exploration</li> <li>Prototyping, Experimentation, and Iterative Feedback: Transforming concepts into testable models for refinement and validation</li> </ul>                                                                                                                      |
| 10 | <b>Module 4: Technology, Transformation, and Contemporary Industrial Practices</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|    | <ul style="list-style-type: none"> <li>Technology in industry: Introduction to digital transformation and its impact on business and industry, Industry 4.0, Automation , Digital Operations,</li> <li>Service transformation: AI, Data Analytics, Smart Systems, cloud computing, IoT,</li> <li>Sustainable operations and Ethical Service Practices, Developing digital strategies, roadmaps, and delivering business value through technology.</li> <li>Case studies: Manufacturing, Retail, Healthcare, Hospitality and Public Service Models</li> </ul>                                                                                                    |
|    | <b>Reference Books:</b> <ul style="list-style-type: none"> <li><i>Brown, T. (2019). Change by design: How design thinking transforms organizations and inspires innovation. Harper Business.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                   |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
|    | <ul style="list-style-type: none"> <li>• Chase, R. B., Shankar, R., &amp; Jacobs, F. R. (2023). <i>Operations and supply chain management</i> (16th ed.). McGraw Hill.</li> <li>• Fitzsimmons, J. A., &amp; Fitzsimmons, M. J. (2024). <i>Service management: Operations, strategy, information technology</i> (10th ed.). McGraw Hill.</li> <li>• Schwab, K. (2017). <i>The fourth industrial revolution</i>. Portfolio Penguin.</li> <li>• Shostack, G. L. (1984). <i>Designing services that deliver</i>. Harvard Business Review.</li> <li>• Aswathappa, K., &amp; Bhat, K. S. (2021). <i>Production and operations management</i> (2nd ed.). Himalaya Publishing House.</li> <li>• Besterfield, D. H. (2023). <i>Total quality management</i> (5th ed.). Pearson Education.</li> <li>• Buffa, E. S., &amp; Sarin, R. K. (2017). <i>Modern production/operations management</i> (8th ed.). Wiley India.</li> <li>• Heizer, J., Render, B., &amp; Munson, C. (2023). <i>Operations management: Sustainability and supply chain management</i> (14th ed.). Pearson.</li> <li>• Johnston, R., Clark, G., &amp; Shulver, M. (2022). <i>Service operations management: Improving service delivery</i> (5th ed.). Pearson.</li> <li>• Lovelock, C. H., Wirtz, J., &amp; Chatterjee, J. (2024). <i>Services marketing: People, technology, strategy</i> (9th ed.). Pearson.</li> <li>• Nahmias, S., &amp; Olsen, T. L. (2022). <i>Production and operations analysis</i> (8th ed.). Waveland Press.</li> <li>• Norman, D. (2013). <i>The design of everyday things</i> (Revised &amp; expanded ed.). Basic Books.</li> <li>• Slack, N., &amp; Lewis, M. (2023). <i>Operations strategy</i> (7th ed.). Pearson.</li> <li>• Womack, J. P., &amp; Jones, D. T. (2021). <i>Lean thinking: Banish waste and create wealth in your corporation</i> (2nd ed.). Free Press.</li> </ul> |                                                   |
| 11 | <b>Internal Continuous Assessment: 40%</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>External, Semester End Examination<br/>60%</b> |
|    | <b>Individual Passing in Internal and External Examination</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                   |
| 12 | <b>Continuous Evaluation through:</b><br>Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.( at least 3 )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                   |

## QUESTION PAPER PATTERN

(External and Internal)

**Paper Pattern      4 Credits      (Total 100 Marks)**

Internal            =        40 Marks  
External           =        60 Marks

### **Internal Paper Pattern      (40 Marks)**

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

### **External Paper Pattern      (60 Marks)**

#### **External Paper Pattern      (60 Marks)**

Write any **FOUR** questions from the following

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

**Sem. - VI**

**Syllabus**  
**B.Com. Management Studies**  
**(Sem.- VI)**

**Title of Paper: Industry & Service management V**  
**(Integrity sustainability Management)**

| <b>Sr. No.</b> | <b>Heading</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Particulars</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>       | <b>Description the course :</b><br><br><b>Including but Not limited to :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | This course introduces students to the principles of <b>integrity, ethics, corporate governance, sustainability, CSR, ESG frameworks</b> , and responsible business practices essential for modern industry and service sector organisations. It emphasizes ethical decision-making, understanding of sustainability challenges, and application of global standards and national guidelines in ensuring long-term value creation. Students learn to analyse organisational behaviour using sustainability and governance frameworks and apply them through projects and case studies. |
| <b>2</b>       | <b>Vertical : 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Minor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>3</b>       | <b>Type :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Theory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>4</b>       | <b>Credit:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 4 credits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>5</b>       | <b>Hours Allotted :</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 60 Hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>6</b>       | <b>Marks Allotted:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100 Marks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>7</b>       | <b>Course Objectives:</b> <ul style="list-style-type: none"><li>• To develop conceptual knowledge of integrity, ethics, and responsible behaviour in business.</li><li>• To provide an understanding of sustainability, ESG, Triple Bottom Line, and environmental/social governance.</li><li>• To enable students to interpret CSR requirements, corporate governance principles, and sustainability standards.</li><li>• To equip students with practical frameworks for ethical decision-making and ethical and sustainability issues in industry and service sectors</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8 | <p><b>Course Outcomes:</b></p> <p>After completing this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the concepts of integrity, ethics, governance, sustainability, and CSR and Identify ethical issues and sustainability challenges in industry and services.</li> <li>• Apply ethical decision-making models and sustainability frameworks (TBL, ESG).</li> <li>• Interpret Indian and global sustainability standards such as GRI, ISO, and BRSR.</li> <li>• Evaluate ethical lapses and sustainability practices using case-based analysis, Present applied solutions and sustainability audits for real-world organisations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 9 | <p><b>Modules:</b></p> <p><b>Module 1: Foundations of Integrity, Ethics &amp; Professional Responsibility</b></p> <ul style="list-style-type: none"> <li>• Meaning and importance of integrity, ethics, moral values, and professionalism</li> <li>• Ethical issues in industry and service organisations (fraud, corruption, harassment, conflicts of interest)</li> <li>• Ethical decision-making models – utilitarian, justice, rights-based, ethical dilemma analysis</li> <li>• Ethical leadership, whistleblowing mechanisms, professional codes of conduct</li> </ul> <p><b>Module 2: Sustainability Concepts, ESG &amp; Triple Bottom Line (15 Hours)</b></p> <ul style="list-style-type: none"> <li>• Meaning of sustainability; Triple Bottom Line: People–Planet–Profit; SDGs; UN Global Compact</li> <li>• Environmental sustainability: resource efficiency, waste management, LCA, sustainable value chain</li> <li>• Social sustainability: employee welfare, diversity, stakeholder vs. shareholder approach</li> <li>• Economic sustainability; ESG framework; basics of GRI, OECD guidelines, ISO 26000 &amp; ISO 14001</li> </ul> <p><b>Module 3: Corporate Governance, CSR &amp; Sustainability Standards (15 Hours)</b></p> <ul style="list-style-type: none"> <li>• Corporate governance: principles, board functions, accountability &amp; transparency</li> <li>• Corporate Social Responsibility: meaning, need, Section 135 CSR (India), strategic CSR, social audit</li> <li>• National sustainability frameworks: NAPCC, NGRBC, SEBI-BRSR</li> <li>• Global standards: GRI, Dow Jones Sustainability Index, AA1000, SA8000, OHSAS 18001, Integrated Reporting</li> </ul> <p><b>Module 4: Applied Integrity &amp; Sustainability in Industry &amp; Services (15 Hours)</b></p> <ul style="list-style-type: none"> <li>• Stakeholder analysis, ethical decision-making in organisational practice</li> <li>• Sustainability in industrial operations: clean technology, circular economy, green manufacturing</li> <li>• Sustainability in service sectors: banking, tourism, hospitality, healthcare, digital services</li> <li>• Case studies: Indian and global best practices; sustainability audits; report analysis (Mini Project)</li> </ul> |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                   |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| 10 | <b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Chhabra, A. (2023). <i>Climate change, sustainability and the world</i>.</li> <li>2. Fernando, A. C. (2023). <i>Business ethics: An Indian perspective</i> (3rd ed.). Pearson Education.</li> <li>3. Gupta, C. B. (2024). <i>Corporate governance and business ethics</i>. Sultan Chand &amp; Sons.</li> <li>4. Kohli, K., &amp; Menon, M. (Eds.). (2021). <i>Business interests and the environmental crisis</i>. SAGE Publications.</li> <li>5. Rao, S. (2022). <i>Business ethics and corporate governance</i>. Himalaya Publishing House.</li> <li>6. Vasishth, N., &amp; Rajput, N. (2024). <i>Governance, ethics and social responsibility of business</i>. Taxmann Publications.</li> <li>7. Young, S. T., &amp; Dhanda, K. K. (2013). <i>Sustainability: Essentials for business</i>. SAGE Publications.</li> <li>8. Global Reporting Initiative. (n.d.). GRI standards.<br/><a href="https://www.globalreporting.org/standards/">https://www.globalreporting.org/standards/</a></li> <li>9. International Institute for Sustainable Development. (2024). <i>Business strategies for sustainable development</i>. <a href="https://www.iisd.org/">https://www.iisd.org/</a></li> <li>10. Ministry of Corporate Affairs. (2019). <i>National guidelines for responsible business conduct (NGRBC)</i>. Government of India.</li> <li>11. Securities and Exchange Board of India. (2021). <i>Business responsibility and sustainability reporting (BRSR) guidelines</i>.</li> <li>12. United Nations Global Compact. (n.d.). <i>The ten principles of the UN Global Compact</i>.<br/><a href="https://www.unglobalcompact.org/what-is-gc/mission/principles">https://www.unglobalcompact.org/what-is-gc/mission/principles</a></li> <li>13. United Nations. (n.d.). <i>Sustainable development goals (SDG) framework</i>.<br/><a href="https://sdgs.un.org/goals">https://sdgs.un.org/goals</a></li> </ol> |                                                   |
| 11 | <b>Internal Continuous Assessment: 40%</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>External, Semester End Examination<br/>60%</b> |
|    | <b>Individual Passing in Internal and External Examination</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                   |
| 12 | <b>Continuous Evaluation through:</b><br>Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.( at least 3 )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                   |

# QUESTION PAPER PATTERN

## (External and Internal)

### Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks  
 External = 60 Marks

#### Internal Paper Pattern (40 Marks)

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

#### External Paper Pattern (60 Marks)

#### External Paper Pattern (60 Marks)

Write any **FOUR** questions from the following

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

**Sd/-**  
**Sign of the BOS**  
**Prof. Dr. Kanchan Fulmali**  
**Chairman/Co-ordinator**  
**BOS/Ad-hoc BOS in**  
**B. Com. (Management**  
**Studies)**

**Sd/-**  
**Sign of the**  
**Offg. Associate Dean**  
**Prin. Kishori Bhagat**  
**Faculty of Commerce**

**Sd/-**  
**Sign of the**  
**Offg. Associate Dean**  
**Prof. Kavita Laghate**  
**Faculty of Commerce &**  
**Management**

**Sd/-**  
**Sign of the**  
**Offg. Dean**  
**Prin. Ravindra**  
**Bambardekar**  
**Faculty of**  
**Commerce &**  
**Management**