University of Mumbai

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

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

क.वि.प्रा.स.से./आयसीडी/२०२५-२६/३७ दिनांक : २७ मे, २०२५

परिपत्रक:-

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

मुंबई – ४०० ०३२
२७ मे, २०२५

(डॉ. प्रसाद कारंडे)
कुलसचिव

क.वि.प्रा.स.से.वि/आयसीडी/२०२५-२६/३७ दिनांक : २७ मे, २०२५
Desktop/ Pritam Loke/Marathi Circular/NEP Tab Circular

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Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
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6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
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4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	**Faculty of Humanities,** **Offg. Dean** 1. Prof.Anil Singh Dranilsingh129@gmail.com **Offg. Associate Dean** 2. Prof.Manisha Karne mkarne@economics.mu.ac.in 3. Dr.Suchitra Naik Naiksuchitra27@gmail.com
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6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

AC –20/05/2025

Item No. – 7.5 (N)

As Per NEP 2020

University of Mumbai

Syllabus for Major Vertical – 1 & 4		
Faculty of Humanities		
Board of Studies in Commerce		
Second Year Programme in Major (Commerce)		
Semester	III	
Title of Paper	Sem.	Total Credits
Commerce III - Fundamentals of Management	III	4
Commerce IV - Production & Quality Management	III	4
Title of Paper	Sem.	Total Credits
Commerce V - Fundamentals of Finance	IV	4
Commerce VI - Introduction to Family Business Management	IV	4
From the Academic Year		2025-26

Sem. - III

Syllabus
(Sem.- III)
Title of Paper: Commerce III - Fundamentals of Management

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This course includes the principles and functions of Management. It also deals with Indian Management thoughts, lessons from Bhagwat Geeta and Indian Ethos. The course includes in-depth study of some functions of Management like planning, decision-making, organizing, directing and Controlling.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: (List some of the course objectives) **1. To provide an overview of Management in an organization** **2. To understand the principles and functions of management.** **3. To provide an insight on the application of principles and functions of Management in their lives.**	
8	**Course Outcomes**: (List some of the course outcomes) CO1 Learners will understand the concepts and principles of Management.(Understand) CO2 Learners will learn to apply the functions of management in their daily life (Apply)	

9	**Modules**:- Per credit One module created

Module 1: Introduction to Management (15 lectures)

Unit I **Management**

- Concept, Nature, Functions, Levels of Management, Managerial Skills,
- Techniques of Scientific Management Theory by F.W. Taylor, Principles of Management by Henri Fayol, Dimensions of Management by Peter Drucker

Unit II **Indian Management Thoughts**

- Indian Management Thoughts, Chanakya's Principles of Management
- 10 key Management Lessons from Bhagwad Gita, Indian Ethos & its Significance to Management

Module 2: Planning & Decision Making (15)

Unit I Planning

- Steps, Importance, Components of Planning, Coordination – Importance,
- M.B.O -Process, Advantages, Management By Exception- Advantages; Management Information System- Concept, Components

Unit II Decision Making

- Concept, Importance, Process of Decision-making and Techniques,
- Essentials of a Sound Decision Making, Impact of Technology on Decision Making.

Module 3: **Organizing (15 lectures)**

Unit I Organisation Structures

- Features of Organisation Structures: Line Organisation, Line & Staff Organisation, Matrix Organisation, Virtual Organisation, Formal and Informal Organisation.
- Departmentation -Meaning & Bases,

Unit II Span of Management and Delegation of Authority

- Span of Management- concept & Factors Influencing Span of Management, Advantages of appropriate Span of Management.
- Delegation of Authority- Process, Barriers to Delegation, Principles of Effective Delegation, Centralization v/s Decentralisation.

Module 4 : **Directing and Controlling (15 lectures)**

Unit I **Directing**

- Concept, Importance and Scope of Directing
- Motivation – Concept, Importance, Factors influencing motivation, Maslow's Theory of Motivation, Leadership- concept, Styles & Qualities of good leader.

Unit II **Controlling**

- Managerial Communication: Functions, Barriers, Modern Tools used by managers for communication.
- Controlling – Concept, Steps in control process, Essentials of good control system, Techniques of Controlling.

10	**Reference Books:** 1. Management Today Principles& Practice- Gene Burton, Manab Thakur, Tata McGraw Hill, Publishing Co.Ltd. 2. Management – James A.F.Stoner, Prentice Hall, Inc .U.S.A. 3. Management : Global Prospective –Heinz Weihrich& Harold Koontz, Tata McGraw-Hill, Publishing Co.Ltd. 4. Principles of Management- T.Ramasamy. 5. Principles and Practices of Management- L.M. Prasad. 6. Essentials of Management – Koontz AndO‟Donnel 7. Principles of Management –Sherlekar S. A 8. Principles and Practice of Management by L M Prasad 9. Corporate Chanakya: Successful Management the ancient way by Radhakrishnan Pillai 10. Success Principles of Chanakya by Mahesh Sharma 11. Managing by the Bhagavad Gita:Timeless lessons for today's Managers, by Satinder Dhiman, A.D. Amar Springer publication. 12. Professional Development with Managerial Communication by JitendraMhatre. 13. Executive Guide to Business Communication, MoinQazi, 14. Principles and Practices of Management & Business Communication – Karmakar, Dutta 15. Modern Communication Techniques by Sandip Dey	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Exam Pattern (External Examination)	
Total Marks: 60	**4 Credits**
Time: 2 Hours	
Answer the Following Question	
Q. 1 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 2 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 3 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 4 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10

Q. 5 Short Notes (Any Four)	5 x 4 = 20
a) b) c) d)	e) f) g) h)

Exam Pattern (Internal Examination) Total 40 Marks	**Marks**
1. Class Test	10 Marks
2. Assignment	10 Marks
3. Presentation	10 Marks
4. Group Discussion	10 Marks
5. Quiz	10 Marks
6. Case Study	10 Marks

Note:
1. Any Four out of the above can be taken for the internal Assessment.
2. The internal Assessment shall be conducted throughout the Semester.
3. Field visit can be arranged.

Syllabus

(Sem.- III)

Title of Paper : Commerce IV _Production and Quality Management

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This course provides a comprehensive understanding of Production and Quality Management, covering key concepts, Production Planning and Control, and different production systems. It explores Productivity, Material and Purchase Management, and Recent trends like AI, Green Manufacturing, and Ethics in Production Management. The Quality Management segment covers historical perspectives, Quality Dimensions, Cost of Quality, and Quality Tools such as TQM, Quality Circle, Kaizen and Six Sigma. It also includes Quality Management Systems such as ISO Certification, Quality Control Tools, and Service Quality Management. It also covers recent trends such as Digital Transformation (Quality 4.0) and Ethical Principles in Quality Management.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: (List some of the course objectives) 1. To provide learners with a comprehensive understanding of Production and Quality Management 2. To make the students aware about the Principles and Recent Advancements including AI integration, Sustainability, and Ethical considerations.	

8	**Course Outcomes**: (List some of the course outcomes)
	CO1: Learners will understand fundamentals of Production Management, including Production Planning and Control, as well as different Production Systems.(Understand) CO2: Learners will analyze key Productivity factors and strategies for improvement in productivity. (Analyse) CO3: Learners will comprehend Material and Purchase Management, along with emerging trends like AI and Green Manufacturing as well as ethics in production management. CO4: Learners will gain insights into Quality Management, its evolution, tools, and cost implications. CO5: Learners will evaluate Quality Control, ISO standards, AI integration, and Ethical practices in Quality Management.

9	**Modules**:- Per credit One module created
	Module 1:Product & Production Management
	Unit I **Product** & **Productivity** • Product Development, Classification and Product Design. Plant location & Plant layout– Objectives, Principles of good layout, types of layout. • Productivity: Concept & Types, Factors influencing productivity, Measures for Improving Productivity Unit II **Production Management** • Production Management: Concepts, Features, Objectives, Scope, Role of AI in Production Management, Ethics in Production Management • Production Planning and Control: Steps, Importance; Production Systems: Types - Intermittent and Continuous, Green Manufacturing
	Module 2: Material & Inventory Management
	Unit I **Material Management** • Material Management: Concepts, Features, Need, Scope • Purchase Management: Steps / Process of Purchasing, Types of Purchasing, Principles of Purchasing Unit II **Inventory Management:** • Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. • EOQ: Assumptions limitations &advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.

Module 3: **Quality Management**

Unit I **Quality Management**

- Quality Management: Concept and Evolution of Quality Management (Historical Perspectives); Dimensions of Quality; Cost of Quality: Concept, Types
- Quality Management Tools: TQM – Importance; Six Sigma - Process; Quality Circles – Features; Kaizen – Process

Unit II **Quality Circle**

- Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity
- Quality Control: Concept, Need and Importance, Tools, Service Quality Management : SERVQUAL Model, Measures to improve service quality

Module 4 : **Trends in Quality Management**

Unit I **Quality Management System**

- Quality Management System: Elements and Benefits; ISO Series – Concept, Benefits, Certification Procedure
- Quality Improvement Strategies: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV.

Unit II **Trends**

- Integration of AI in Quality Management System; Quality 4.0 (Digital transformation in Quality Management)
- Ethical Principles in Quality Management, Latest ISO Series for Production and Service Industry

10 **Reference Books:**

1. Dr. Panneerselvam, Production and Operation Management, 2012, PHI Learning Publication
2. Suresh Faujdar and Dr. R.C.Bhatia, Production Management, 2022, SBPD Publishing House.
3. Panagiotis Tsarouhas, New Trends in Production and Operation Management, March, 2024, MDPI.
4. S. N. Chary, Production and Operation Management, 2018, McGraw Hill
5. P. Saravanavel, Production and Materials Management,2012, Margham Publications.
6. Juran, J. M., & Gryna, F. M. (1993). Juran’s Quality Handbook (5th ed.). McGraw-Hill
7. Crosby, P. B. (1979). Quality is Free: The Art of Making Quality Certain. McGraw-Hill
8. Deming, W. E. (1986). Out of the Crisis. MIT Press
9. Oakland, J. S. (2014). Total Quality Management and Operational Excellence (4th ed.). Routledge
10. Evans, J. R., & Lindsay, W. M. (2019). Managing for Quality and Performance Excellence (11th ed.). Cengage Learning
11. Ishikawa, K. (1986). Guide to Quality Control. Asian Productivity Organization.
12. Pyzdek, T., & Keller, P. (2014). The Six Sigma Handbook (4th ed.). McGraw-Hill Education

	13. Liker, J. K. (2004). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer. McGraw-Hill 14. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality 15. Hammer, M. (1996). Beyond Reengineering: How the Process-Centered Organization is Changing Our Work and Our Lives 16. Tetteh, G., & Uzochukwu, B. (2020). Quality 4.0 Impact and Strategy Handbook. Quality Press

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Exam Pattern (External Examination) **Total Marks: 60** **4 Credits** **Time: 2 Hours**	
Answer the Following Question	
Q. 1 Answer the Following Questions. (Any One) 10 x 1 = 10 a) b)	
Q. 2 Answer the Following Questions. (Any One) 10 x 1 = 10 a) b)	
Q. 3 Answer the Following Questions. (Any One) 10 x 1 = 10 a) b)	
Q. 4 Answer the Following Questions. (Any One) 10 x 1 = 10 a) b)	
Q. 5 Short Notes (Any Four) 5 x 4 = 20	
a) b) c) d)	e) f) g) h)

Exam Pattern (Internal Examination) **Total 40 Marks**	**Marks**
1. Class Test	10 Marks
2. Assignment	10 Marks
3. Presentation	10 Marks

4. Group Discussion	10 Marks
5. Quiz	10 Marks
6. Case Study	10 Marks

Note:

1. Any Four out of the above can be taken for the internal Assessment.
2. The internal Assessment shall be conducted throughout the Semester.
3. Field visit can be arranged.

Sem. – IV

(Second Year)
(Sem.- IV)
Title of Paper : Commerce V - Fundamentals of Finance

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	In this course, students will focus on developing a foundational understanding of finance, covering key topics such as financial systems, valuation, risk and return, capital budgeting, and corporate finance strategies. The course is designed to equip students with the necessary skills to apply financial concepts in real-world scenarios and to prepare them for more advanced studies in finance.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: (List some of the course objectives) 1. To provide information to students about the current financial system in India. 2. To enable the students to build a career in corporate finance	
8	**Course Outcomes**: (List some of the course outcomes) CO 1 : Understanding the basic concepts of corporate finance and the Indian financial system (Understand) CO 2: Analyse and interpret financial statements to assess the financial health of a business. (Analyze) CO 3 : Understand the fundamental principles of finance, including the financial system, financial markets, and financial instruments CO 4: Understand the concept of Governance and Ethics	

9	**Modules**:- Per credit One module created
	Module 1: Introduction to Finance
	Unit I Finance • Concept of Finance, Capital, Risk, Cost & Return, Types of Finance, goals of firm - profit maximization v. shareholders' wealth maximization, • Sources of Finance (Funds), Changing role and responsibilities of a Financial Manager Unit II **Financial Management** • Financial Management – Concept and Importance, Analysis & Interpretation of Financial Statements, Strategies for effective Financial Management • Cannons of Financial Planning, Career options in the field of Finance
	Module 2: Capitalisation, Capital Budgeting, and Capital Structure
	Unit I **Capitalisation** • Concept of Capitalisation, Overcapitalisation, Under and fair balanced capitalization, theories of Capitalisation • Fixed Capital & Working capital – Concept, Difference Unit II **Capital Budgeting** • Capital Budgeting – concept, The Importance of Capital Budgeting in Financial Planning, Capital Budgeting Techniques. • Capital Structure – Concept, Types, Factors
	Module 3 : Financial Markets
	Unit I **Financial Markets** • Introduction to financial markets, Money Market – Concept, Functions, Characteristics • Capital Markets- Concept, Structure, Types, Rules & regulations governing the operations of dealings in capital market, Distinction between capital market and money market. **Unit II Stock Exchange and SEBI** • Stock Exchange – concept, types and Role and Functions of Stock Exchange, NSE, BSE (meaning only) Role of merchant banking in new issues • SEBI - Role and functions of SEBI- dematerialized trading, Credit rating, Stock market, Derivates,

	Module 4 : Governance, Ethics, and Trends in Finance	
	Unit I Corporate Governance • Corporate governance – Terms - Concept and meaning of the term Shareholders' Rights and protection, Transparency, Accountability, Equity • Principles of Corporate Governance, Role of Corporate Governance in Finance. Unit II **Ethics** • Business ethics- Good business practices, Key Principles of Financial Ethics • Grading of Corporate Financial Soundness by Special Agencies like CRISIL, ICRA, CARE, Emerging issues in Finance sector	
10	**Reference Books:** 1) **Edgar A. Norton and Ronald W. Melicher, (2008), Introduction to Finance: Markets, Investments and Financial Management, Published by Wiley** 2) **M Y Khan, P K Jain, (2018), Financial Management Text, problems and Cases, (2018), Published by MC Graw Hill** 3) **Archer, S.H., et al. (1972) Business Finance—Theory and Management. New York: Macmillan** 4) **Bharati V. Pathak, (2024), Indian Financial System, Pearson Publications** 5) **Risa Bhinekwati, (2017), Corporate Social Responsibility and Sustainable Development Social Capital and Corporate Development in Developing Economies**	
11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**
12	**Continuous Evaluation through:** Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

QUESTION PAPER PATTERN
(External and Internal)

Exam Pattern (External Examination)	
Total Marks: 60	**4 Credits**
Time: 2 Hours	
Answer the Following Question	
Q. 1 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 2 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 3 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 4 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 5 Short Notes (Any Four)	5 x 4 = 20
a) b) c) d)	e) f) g) h)

Exam Pattern (Internal Examination) **Total 40 Marks**	**Marks**
1. Class Test	10 Marks
2. Assignment	10 Marks
3. Presentation	10 Marks
4. Group Discussion	10 Marks
5. Quiz	10 Marks
6. Case Study	10 Marks

Note: 1. Any Four out of the above can be taken for the internal Assessment.
2. The internal Assessment shall be conducted throughout the Semester.
3. Field visit can be arranged.

Syllabus
(Sem.- IV)

Title of Paper : Commerce VI - Introduction to Family Business Management

Sr. No.	Heading	Particulars
1	**Description of the course :** **Including but Not limited to :**	This course provides an introduction to Family Business Management, covering fundamental concept and characteristics of family business management, strategic planning, effective succession planning, maintaining family harmony and role of leadership and business ethics to navigate long-term business sustainability and customer satisfaction.
2	**Vertical :**	Major
3	**Type :**	Theory
4	**Credit**:	4 credits
5	**Hours Allotted :**	60 Hours
6	**Marks Allotted**:	100 Marks
7	**Course Objectives**: (List some of the course objectives) 1. Understand the fundamental concepts, characteristics, and historical evolution of family businesses. 2. Analyze the unique challenges and opportunities faced by family businesses in comparison to non-family businesses. 3. Apply strategic planning theories and models (e.g., 3-Circle Model, Systems Theory) to family business management & Develop strategies for effective succession planning 4. Evaluate the role of governance structures, family constitutions, conflict resolution mechanisms in maintaining family business harmony and role of leadership and business ethics. Critically assess real-world case studies of successful and failed family businesses to derive actionable insights.	

8	**Course Outcomes**: (List some of the course outcomes) CO1: Demonstrate a comprehensive understanding of the definitions, types, and importance of family businesses in the global economy. (Understand) CO2: Critically analyze the distinctions between family and non-family businesses, including their management styles and challenges. (Analyse) CO3: Apply theoretical frameworks (e.g., 3-Circle Model, Family Business Life Cycle) to address generational transitions and strategic regeneration in family businesses. (Apply). CO4: Design governance structures, including family councils and constitutions, to ensure effective decision-making and conflict resolution. Formulate succession plans and financial strategies tailored to the unique needs of family businesses. (Create) CO5: Evaluate case studies of prominent family businesses to identify best practices and lessons learned from both successes and failures. (Evaluate)

9 **Modules**:- Per credit One module can be created

Module 1: Family Business Management: An Introduction

Unit I **Family Business**

- Family Business: Definitions, Historical Evolution of Family Business, Characteristics of Family Business
- Strengths and Weaknesses of family firms, Types of Family Business, Contributions of Family Businesses in India.

Unit II **Family Business Management**

- Family Business: Importance and Challenges, Distinction between Family Business and Non-Family Business
- Roles and Responsibilities of Family Members in a Family Business, Women in Family Business – Role and Challenges

Case Study

Successful family Business Case Study
https://medium.com/@vansh.khandelwal06/the-success-story-of-mdh-masala-greatness-born-out-of-persistence-e793bfd557f2

Failed Family Business Case Study
https://thesecretariat.in/article/succession-planning-in-corporate-india-why-the-godrej-family-is-an-outlier
Operations managed by non-family business people
https://economictimes.indiatimes.com/news/company/corporate-trends/managing-differences-in-the-family-to-prevent-destruction-of-business-and-wealth/articleshow/98481901.cms?from=mdr

Module 2: Strategic Planning & Family Business Theories and Models

Unit I **Strategic Planning**

- Strategic Planning: Significance of Strategic Planning in Family Businesses, Importance of aligning business goals with family values
- Growth Strategies for Family Business, Family business life cycle and stages, Generational transitions in family businesses.

Unit II **Theory and Models in Family Business Management**

- Systems theory in family business management: The 3-circle Model (Family, Business, Ownership), Strategic Regeneration Theory
- Family Team Model, Professional Family Model

Case Study

Generational transitions in Family Business

Godrej family amicably splits 127-year-old conglomerate into two groups | Company News - Business Standard - https://www.business-standard.com/companies/news/godrej-family-amicably-splits-127-year-old-conglomerate-into-two-groups-124050100031_1.html

Family Enterprise: Balancing Tradition and Innovation - https://www.imd.org/blog/family-business/family-enterprise/

Module 3: Governance in Family Business & Conflict Resolution

Unit I **Governance**

- Family Governance vs. Corporate Governance, Role of family councils and boards, Setting up a family constitution, Impact of EQ and SQ on Family Business Management
- Family Values and its influence on Business Culture, Business Ethics and CSR.

Unit II Conflict Resolution

- Sources of Conflict in Family Businesses, Types of Conflict in Family Businesses, Conflict Resolution Strategies in Family Businesses
- Principles of Conflict Management in Family Businesses with cases

Case Study

Tata Trusts to reform operations, reduces management roles and expenses

https://www.business-standard.com/companies/news/tata-trusts-to-reform-operations-reduces-management-roles-and-expenses-124102800285_1.html

India's top 4 business families anchor for a fifth of CSR contributions

https://www.business-standard.com/companies/news/india-s-top-4-business-families-anchor-for-a-fifth-of-csr-contributions-125022600884_1.html

Module 4 : Financial Management, Succession Planning and Leadership

Unit I **Financial Management & Succession Planning**

- Financial decision-making in family businesses, Profit-sharing mechanisms for family businesses, Management and Ownership in Family Business
- Factors influencing Family Business Succession, Types of Succession planning in Family business, Complexity in Family Business Succession

Unit II **Leadership**

- Leadership Traits for Family Business Successors, Techniques of Cultivating Leadership in a Family Business
- Nature and Impact of Transformational Leadership in a Family Business, Leadership Styles in Family Businesses

Case Study

Succession at Reliance: A large family fortune starts a risky transition
https://www.business-standard.com/companies/news/succession-at-reliance-a-large-family-fortune-starts-a-risky-transition-123082900320_1.html

Mukesh Ambani makes succession clear to shareholders at Reliance AGM
https://www.business-standard.com/article/companies/mukesh-ambani-makes-succession-clear-to-shareholders-at-reliance-agm-122082900830_1.html

What leadership transition means for Reliance Industries
https://www.business-standard.com/podcast/companies/what-leadership-transition-means-for-reliance-industries-121123000095_1.html

Succession planning: Tata Sons and Tata Trusts to have separate chairmen
https://www.business-standard.com/article/companies/succession-planning-tata-sons-tata-trusts-to-have-separate-chairman-122021400794_1.html

10 Reference Books:

1. Family Business Management: An Introduction" by Ken Moores
2. Family Business: A Global Perspective" by Pramodita Sharma and Kavil Ramachandran
3. Family Business Governance: Maximizing Family and Business Potential" by John L.Ward
4. Strategic Planning for the Family Business" by Randel S. Carlock and John L. Ward
5. Family Business Models: Practical Solutions for the Family Business" by Alberto Gimeno Sandig and Gemma Baulenas
6. Generation to Generation: Life Cycles of the Family Business" by Kelin E. Gersick et al.

11	**Internal Continuous Assessment: 40%**	**External, Semester End Examination 60% Individual Passing in Internal and External Examination**

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

Exam Pattern (External Examination)	
Total Marks: 60	**4 Credits**
Time: 2 Hours	
Answer the Following Question	
Q. 1 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 2 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 3 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 4 Answer the Following Questions. (Any One) a) b)	10 x 1 = 10
Q. 5 Short Notes (Any Four)	5 x 4 = 20
a) b) c) d)	e) f) g) h)

Exam Pattern (Internal Examination) Total 40 Marks	Marks
1. Class Test	10 Marks
2. Assignment	10 Marks
3. Presentation	10 Marks
4. Group Discussion	10 Marks
5. Quiz	10 Marks
6. Case Study	10 Marks

Note:

1. Any Four out of the above can be taken for the internal Assessment.
2. The internal Assessment shall be conducted throughout the Semester.
3. Field visit can be arranged.

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Sign of the
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Chairman
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Faculty of Commerce &
Management

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Offg. Associate Dean
Prof. Kavita Laghate
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