

As Per NEP 2020

University of Mumbai



Syllabus for Minor Vertical 2

Faculty of Commerce & Management

Board of Studies in Bachelor of Management Studies

Second Year Programme in Minor B. Com (Management Studies)

Semester	III & IV	
Title of Paper	Sem.	Total Credits 4
I) Industry & Service Management (II) (Strategic Financial Management)	III	4
Title of Paper		Credits
I) Industry & Service Management (III) (Project & Customer Relationship Management)	IV	4
From the Academic Year		2025-26

Sem. - III

Syllabus
B.Com. Management Studies
(Sem.- III))

Title of Paper: STRATEGIC FINANCIAL MANAGEMENT

Sr. No.	Heading	Particulars
1	Description the course: Including but not limited to:	This course focuses on planning, implementation & control of financial services. This is a critical discipline that integrates financial decision making with long term business strategies to achieve sustainable growth & maximize shareholders value. The course focuses is on strategic application of financial management principles to help organizations combat with the growing complexities of business world. The course is designed to provide students with comprehensive understanding of how financial decisions can improve corporate performance.
2	Vertical:	Minor
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To equip the learner with basic understanding of application of various dividend decision models and to throw a light on the concept XBRL. 2. To acquaint management learners in preparation of capital budgeting and role of capital rationing in management decision making process. 3. To provide the learner with basic understanding of strategic financing decision and working capital 4. To create basic understanding on risk management, International financial markets and taxation 	
8	Course Outcomes: <ol style="list-style-type: none"> 1. Learners get depth knowledge on various types and models of dividend policy adopted in firm while declaring dividend to shareholders. 2. Learners will have better awareness and understanding of capital budgeting and role of capital rationing. 3. Learners will have a basic understanding on of strategic financing decision and working capital. 4. The learner will have create a basic understanding on risk management, International financial markets and taxation 	

Module 1: Foundations of Strategic Financial Management

1. Introduction to Strategic Financial Management: Meaning, scope, and objectives of SFM, Role of SFM in corporate strategy, Financial goals and strategy.
2. Shareholder value maximization and stakeholder interests, Strategic vs. operational finance, Emerging role of the finance manager.
3. Financial Planning and Strategy Formulation, Strategic planning process and financial implications, Financial modelling and forecasting,
4. Types of financial plans, Linking financial strategy with business strategy, Valuation Principles, Business valuation concepts and methods

Module 2: Capital Budgeting & Capital Rationing

1. Concept – Need & Importance of Capital budgeting, Steps in Capital Investment Decisions
2. Techniques & process of Capital Budgeting, Risk analysis in Capital Budgeting.
3. Concept of Decision Tree Analysis, Decision Tree Applications, Evaluation of lease vs. buy decisions, Types of leases and their financial implications
4. Meaning, Significance-Types – Methods of Capital Rationing, Practical Problems

Module 3: Strategic Financing Decisions

1. Theories of capital structure, Factors determining capital structure, Cost of capital, Leverage analysis, EBIT-EPS analysis
2. Theories of dividend policy, Factors influencing dividend decisions, Types of dividend policies, Share buybacks.
3. Types of shares, Equity financing, types of Debt financing, Hybrid financing instruments, International financing options
4. Strategic importance of working capital, Managing key components, Working capital financing strategies

Module 4: Strategic Financial Risk Management

1. Types of financial risks, Risk identification, measurement, and evaluation, International financial risk management
2. International financial markets and institutions, Foreign direct investment decisions, Management of exchange rate risk, International taxation.
3. Principles of corporate governance, Role of finance in corporate governance, Ethical issues in financial management.
4. Impact of technology on financial strategies, Digital transformation in finance, Emerging financial instruments and markets, Financial and non-financial performance metrics.

10	Text Books: <ol style="list-style-type: none"> 1) IM Pandey, Financial Management, Vikas Publication. 2) Ravi Kishor, Financial Management, Taxman's 	
11	Reference Books: <ol style="list-style-type: none"> 1. Khan & Jain, Financial Management, MC Graw Hill 2. Van Horne & John Wachowiz, Fundamentals of Financial Management. 3. Dr.S.P.Gupta, Financial Management, Sahitya Bhawan Publication 4. Prasanna Chandra, Strategic Financial Management, MC Graw Hill. 5. Ravi M, Kishore, Strategic Financial Management, Taxman's. 	
12	Internal Continuous Assessment: 40%	External, Semester End Examination 60% Individual Passing in Internal and External Examination
13	Continuous Evaluation through: Quizzes, Class Tests, presentation, project, role play, creative writing, assignment etc.(at least 3)	

Paper Pattern 4 Credits (Total 100 Marks)

Internal = 40 Marks
External = 60 Marks

Internal Paper Pattern (40 Marks)

1. Case Study writing OR Assignment	} any two (10 Marks each)	20 Marks
2. Quiz OR Group discussion OR Role Playing		
3. Project Presentation OR 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. - IV

Syllabus

B.Com. Management Studies

(Sem.- IV)

Title of Paper: Project & Customer Relationship Management

Sr. No.	Heading	Particulars
1	Description the course: Including but not limited to:	Project & Customer Relationship Management (CRM) integrates strategies for managing project lifecycles with those for nurturing customer interactions. It ensures that projects deliver value while fostering strong, lasting client relationships. This approach emphasizes clear communication, expectation management, and proactive problem-solving throughout the project. Aligning project goals with customer needs enhances satisfaction and promotes future collaboration. Effective Project & CRM utilizes tools and techniques to track progress, manage resources, and maintain consistent customer engagement. Ultimately, it aims to optimize project outcomes and maximize customer lifetime value.
2	Vertical :	Minor
3	Type :	Theory
4	Credit:	4 credits
5	Hours Allotted :	60 Hours
6	Marks Allotted:	100 Marks
7	Course Objectives: <ol style="list-style-type: none"> 1. To analyze the interrelationship between project management principles and Customer Relationship Management (CRM) practices. 2. To investigate the role of established CRM strategies in fostering strong customer relationships and contributing to project success. 3. To identify effective project management for successful CRM project implementation. 4. To evaluate advanced e-CRM strategies and establish metrics for measuring CRM project success. 	
8	Course Outcomes: The students will be able to; <ol style="list-style-type: none"> 1. Articulate the fundamental relationship between project management and CRM. 2. Comprehend the application of CRM strategies in achieving project success through enhanced customer relationships. 3. Describe the process of CRM project implementation, including associated challenges and the incorporation of customer feedback. 4. Evaluate advanced e-CRM strategies and apply project optimization techniques. 	

Module 1: Foundations of Project Management and CRM

1. Concepts of Project Management, Features and Need for project management, Principles of Project Management, Project Life Cycle and Methodologies
2. Concept of Customer Relationship Management, Core principles, importance, and the evolution of CRM, Types of CRM
3. Relation in Project Management and CRM, Role of Project Manager, Role of Consultants in Project Management and CRM
4. Customer-Centric Project Management, effect of project decisions on customer data, The role of projects in implementing CRM strategies.

Module 2: CRM Strategies for Project Success

1. Customer Needs Analysis, Techniques for gathering and understanding customer requirements in projects, Stakeholder Management,
2. Sales force automation, Customer service and support, customer data management
3. Emerging CRM technologies, Effective communication strategies for managing customer expectations and project planning.
4. Building Strong Customer Relationships, Techniques for fostering trust, managing conflict, and enhancing customer loyalty throughout the project.

Module 3: Project Management for CRM Implementation

1. Defining CRM project goals and objectives, Developing a CRM implementation plan, Resource allocation and budgeting.
2. Managing CRM project timelines and deliverables, tracking project progress and performance, Addressing project challenges and risks.
3. Customer feedback and expectations during project execution, Change management within CRM project implementation,
4. Identifying and mitigating risks associated with CRM implementation, Proper communication with customers during project phases

Module 4: Advanced CRM Strategies and Project Optimization

1. E-CRM: Concept -Features of e-CRM-Benefits of e-CRM - Social Networking and CRM -Mobile CRM- CRM v/s Digital Marketing -CRM in service industry in India
2. Customer segmentation and targeting, Customer lifetime value analysis, Data mining and predictive analytics, Using analytical CRM data to optimize future projects,
3. Enhancing customer satisfaction and loyalty, Personalized customer interactions, Using CRM data to improve Customer experience (CX)

	4. Measuring CRM project success and ROI, Lessons learned and best practices, Measuring CRM project success, Future trends in CRM and project management.	
10	Text Books: <ol style="list-style-type: none"> 1. Project Management: A Life Cycle Approach by R.K. Khurana - Published by Vikas Publishing House. 2. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH. 	
11	Reference Books: <ol style="list-style-type: none"> 1. Project Management: A Professional Approach by K. Nagarajan - Published by Pearson 2. Fundamentals of Project Management by Joseph Heagney - Published by PMI 3. Project Management: Concepts, Techniques and Tools by Aditi Jaiswal and Alok Gakhar - Published by Prentice-Hall India 4. Project Management: The Indian Context by Prasanna Chandra and K.S. Rajasekaran - Published by McGraw-Hill Education 5. Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Raghavan Srinivasan - Published by McGraw-Hill Education 6. Dilip Soman & Sara N-Marandi," Managing Customer Value" 1st edition, 2014, Cambridge. 7. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI. 8. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education. 9. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition 	
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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/-

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Board of Studies in
BMS

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