

HSNC University, Mumbai

**(Established by Government of Maharashtra vide notification dated 30th October, 2019
under section 3(6) of Maharashtra Public Universities Act)**



Ordinances and Regulations

With Respect to

Choice based credit system

For the Programmes

Under

The Faculty of Commerce & Management

With effect from the

Academic year 2025-26



Board of Studies in the Subjects of Commerce and Management

Board of Studies in Faculties of Commerce & Management

1. Name of Chairperson/Co-Chairperson/ Coordinator:-

- a. **Prof. Dr. Rita Khatri**, Professor, Department of Commerce H. R College., Mumbai- 400020, Email id: khatririta@hrcollege.edu,
- b. **Prof. Dr. Kulvinder Batth**, Professor, Department of Commerce at K.C. College., Mumbai- 400020, Email id- kulprofessional@gmail.com

2. Two to five teachers each having minimum five years teaching experience amongst the full-time teachers of the Departments, in the relevant subject:-

- a. **Prof. Dr Jasbir Sodi** ,Vice Principal, Professor at H. R. College, Mumbai- 400020 Email id: jas.saj@hrcollege.edu
- b. **Dr. Navin Punjabi**, Associate Professor at H.R. College, Mumbai -400020 Email id navin.punjabi@gmail.com
- c. **Dr. Kanu Priya Sharma**, Assistant Professor, at H.R College, Mumbai – 400020 Email id: Kanupriya.sharma@hrcollege.edu
- d. **Dr. Shweta Singh**, Assistant Professor at H.R College, Mumbai – 400020, Email id: singhshweta0902@gmail.com
- e. **Ms. Charvi Gada**, Assistant Professor, H R College, Mumbai- 400020 Email id: charvigada@hrcollege.edu
- f. **Ms. Dharti Narwani**, Assistant Professor, H R College, Mumbai- 400020 Email id: dharti.narwani@hrcollege.edu

3. One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body :-

- a. **Prof. Dr Khushpat Jain** Professor at Sydenham College Mumbai Email id: ksjain2002@yahoo.com

4. Four external experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the Parent Body :-

- a. **Dr Hasina Sayed** Ex- HOD of Commerce, Jai Hind College. Email id : haseenasyd@gmail.com
- b. **Dr. Ketan Vira:** Director, Pillai Institute of Management Studies and Research, Rasayani Email Id ketanvira@rediffmail.com
- c. **Mr. Akhilesh Rao** , Director Operations- Ezychain Logistics Pvt limited Email id raoakhil24@gmail.com
- d. **Mr. Rajiv Kalwani**, Senior Vice President- Reliance Retail Ltd Email id : rajivkalwani0204@gmail.com

5. Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussions on framing or revision of syllabus of that subject or group of subjects for one year.

- a. **Geetika Bhatia** (Under Graduate student) H R College Email id : geetikabhatia58@gmail.com
- b. **Jeevika Sahajwani** (Under Graduate student) H R College Email id : jeevika.sahajwani@gmil.com
- c. **Sarah Vaz** (Under Graduate student) H R College Email id : sarahvaz1@gmail.com

Significant contribution for BMS syllabus:

- **Dr. Radhika Menon** Assistant Professor at H.R College, Mumbai – 400020, Email id: radhika.menon@hrcollege.edu
- **Ms. Tanvi Khandhar** Assistant Professor at H.R College, Mumbai – 400020, Email id: tanvi.khandhar@hrcollege.edu
- **Ms. Trisha Dutta** Assistant Professor at H.R College, Mumbai – 400020, Email id: trishaduttahrc@gmail.com
- **Mr. Yunus Gangat** Assistant Professor at H.R College, Mumbai – 400020, Email id: gangatyunus@gmail.com
- **Mr. Faaiz Patel** Assistant Professor at H.R College, Mumbai – 400020, Email id: faaiz.patel@hrcollege.edu
- **Dr. Khushnuma Tata** Assistant Professor at H.R College, Mumbai – 400020, Email id: khushnuma.tata@kccollege.edu.in



HSNC University, Mumbai

(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes Under

The Faculty of Commerce and Management

For the programme

Bachelors of Management Studies

Curriculum– Third Year Undergraduate Programmes

Semester-V and Semester – VI

INDEX

Semester V

Sr No	Particulars		Name of Subject	Credits
1	MAJOR*	FINANCE	International Business	4
			Strategic cost management	4
		MARKETING	International Business	4
			Strategic Brand Management	4
		HUMAN RESOURCE MANAGEMENT	International Business	4
			Performance management & Career Planning	4
2	DISCIPLINE SPECIFIC ELECTIVE**	FINANCE (select any 1)	Risk management	4
			Equity & Debt Market,	4
			Direct tax	4
		MARKETING (select any 1)	Event & Social Marketing,	4
			E-Commerce & Digital Marketing	4
			Tourism Marketing	4
		HUMAN RESOURCE MANAGEMENT (select any 1)	Talent Management	4
			Global Human Resource Management	4
			Legislation in Human Resource Management	4
3	MINOR*	FINANCE	Innovative financial product & services	2
		MARKETING	Media Planning management	2
		HUMAN RESOURCE MANAGEMENT	Change & Stress management	2
4	VOCATIONAL COURSES		Data Analytics	2
5	INDIAN KNOWLEDGE SYSTEM		Indian Ethos in Management	2
6	INTERNSHIP		Internship	4
	TOTAL			22

NOTE:

* Students shall continue with the major and minor subjects previously selected by them in their second year.

** Students shall undertake discipline-specific subjects in accordance with their chosen major.

Semester VI

Sr No	Particulars		Name of Subject	Credits
1	MAJOR*	FINANCE	Logistic & Supply Chain Management	4
			Commodity Derivative Market	4
		MARKETING	Logistic & Supply Chain Management	4
			Service Marketing	4
		HUMAN RESOURCE MANAGEMENT	Logistic & Supply Chain Management	4
			workforce Diversity	4
2	DISCIPLINE SPECIFIC ELECTIVE**	FINANCE (select any 1)	International Finance	4
			Investment Analysis & portfolio Management	4
			Indirect Taxes	4
		MARKETING (select any 1)	Retail Management	4
			Product Innovative Management	4
			Rural marketing	4
		HUMAN RESOURCE MANAGEMENT (select any 1)	HRM in Service Sector Management	4
			HR Audit & Accountancy	4
			Conflict & Negotiation Management	4
3	MINOR*	FINANCE	Financial Management	2
		MARKETING	Sales Management	2
		HUMAN RESOURCE MANAGEMENT	Leadership & Managerial Effectiveness	2
4	VOCATIONAL COURSES		cyber security	2
5			Corporate grooming & leadership skills	2
6	RESEARCH PROJECT		Research Project	4
	TOTAL			22

NOTE:

* Students shall continue with the major and minor subjects previously selected by them in their second year.

** Students shall undertake discipline-specific subjects in accordance with their chosen major.

Preamble

A bachelor's degree programme in management studies, or BMS, is available to undergraduates. Students who complete the course will have the knowledge and abilities necessary to hold management positions in a variety of organizations. At the undergraduate level, the Bachelor of Management Studies programme incorporates concepts and actions in the fundamental functional areas of business management. Additionally, it discusses entrepreneurship, the legal environment of business, information technology, globalization, and economic integration. A unique aspect of the program is the inclusion of the Indian Knowledge System (IKS), particularly in the third year, where it is thoughtfully integrated with the students' core discipline. This subject enables learners to explore India's ancient wisdom, trade practices, and ethical philosophies, encouraging them to draw meaningful connections between traditional knowledge and contemporary challenges.

The course's goal is to give students the chance, support, and appropriate readings/reference materials they need to obtain formal academic orientation with a focus on the working world. The objective is to make sure that students are more creative as well as more effective.

Students who enroll in a management studies programme will have a strong foundation in management and strategy development. The electives give students the chance to learn more in-depth information about their chosen fields of study, such as finance, marketing and human resource management in international business as major and minor in their second year. In addition to teaching business management, this course will give students the tools they need to comprehend how organizations function, how they are controlled, and how to be sensitive to both domestic and global surroundings. Learning that is student-centered emphasizes techniques and abilities that support independent problem-solving and lifelong learning. Additionally, internships form a key component of the program, providing students with practical exposure to corporate environments. Through internships, students gain valuable industry experience, apply academic knowledge to real scenarios, and develop professional skills necessary for the workplace. By combining academic rigor with vocational training, project-based learning, and cultural grounding, the B.M.S. program prepares students to thrive in a rapidly changing global environment.

The National Education Policy (NEP) 2020 has introduced several changes to the Bachelor of Management Studies (BMS) curriculum. The new curriculum is now 4 years long, instead of 3, and it is more flexible, interdisciplinary, and research-oriented. Students will be able to choose their own electives and take courses from a variety of disciplines and languages, which will give them a broader understanding of the world and how businesses operate. The new curriculum also emphasizes the importance of problem-solving skills, research, and soft skills, such as communication and teamwork.

These changes will make BMS education more relevant and prepare students for the demands of the 21st century workforce.

The curriculum comprises Online Courses (OLC), which are accessible on NPTEL or SWAYAM portals as part of the MOOCS programme being created by MHRD, in order to conform with the educational policies of the Government of India. The students' self-paced learning habits and exposure to emerging learning technology will both be fostered via the online courses.

1. Process adopted for curriculum designing:

The members of the respective departments initially developed a draft syllabus as per NEP guidelines and undertaken subject specific research on the existing curriculum from other Universities, studying the current needs of the industry, analyzing the new trends in the subjects, and even connecting to some NGOs in few subjects. The drafted syllabus was then shown to academicians, experts from industry and researchers through emails and their inputs were gathered through BOS meetings. These valuable inputs were incorporated into the syllabus ensuring that the syllabus is enriched in all aspects.

2. Salient features, how it has been made more relevant:

While designing of the syllabus, care has been taken to ensure that the student learns application skills along with theory. Demonstrations of the practical applications shall be conducted through special lectures and workshops that will contribute to enhanced learning. A combination of lectures, problem solving during tutorials and the supplementary sessions all contribute to make a student job ready.

3. Learning Outcomes.

Management is a critical function for every organization, and students trained in management play this important role in organizations of every size and type. The skills, techniques, and theories acquired by the manager leads to jobs in business, government, and the non-profit sector. Students who plan to establish their own firms or to become part of a family-owned firm may also pursue this course. This course shall help individuals learn to:

- motivate, lead, and develop others
- structure organizations capable of meeting both profit and social responsibility goals
- work well in accomplishing work individually and through others
- communicate accurately
- develop a strategic perspective on the organization and its parts

The primary objective of this programme is providing students with a sound theoretical base and exposure to current business challenges. This is essentially achieved through enhancing the ability of students to meet global challenges through sensitivity towards organizational, economic, and cultural

diversity.

Through specialized elective subjects, students can acquire an in-depth knowledge of various streams like Finance, Marketing and Human Resource Management.

4. Input from stakeholders

For drafting the syllabus, each department has taken inputs from industry experts, parents and notable alumni. The stakeholders have been impressed with the inclusion of e-learning options for the learners provided in the syllabus. They have suggested subsequently to add more practical hands on examples, learning through games and GIS certificate programs. For more advanced related topics, there can be sharing of video lectures and seminars, workshops, industrial visit, short term courses and 30 hours certificate courses could be organized.

Program Educational Objectives (PEOs):

- To develop good, thoughtful, well-rounded, and creative individuals
- To enable the development of an enlightened, socially conscious, knowledgeable and skilled individual that can uplift its nation and construct and implement robust solutions to its own problems through critical thinking
- To enable quality education that benchmarked with the best industry practices, is multidisciplinary and holistic in nature, with curriculum and pedagogy for enhanced student experiences, blending Indian Knowledge Systems with modern technology

Program Outcomes (POs):

- To develop high quality management graduates who have a passion to excel, and who are agile, innovative and collaborative, aligned with the growth plans of the **corporate sector** and **non-corporate sector, viz., Government, NGOs, UN Bodies, Policy Research** etc.
- Develop analytical skills in students to assess and apply strategic management principles in finance, HR, and marketing contexts.
- Foster effective communication skills to enable students to articulate complex business concepts across various sectors.
- Encourage students to engage in self-directed learning through presentations and projects, enhancing their ability to research and present financial, HR, and marketing strategies
- Equip students with the necessary skills to critically evaluate market trends and organizational practices in the fields of finance, HR, and marketing
- Cultivate a collaborative mindset to promote teamwork and innovation in addressing real-world challenges faced by businesses in diverse sectors.

Program Specific Outcomes (PSOs):

- To create a cadre of professionals who are nationally and globally mobile, for serving the corporate and non-corporate sector in various functional areas such as **Marketing, Finance, Human Resources and Operations**.
- To develop a **cadre of management graduates** who will provide wings to the efforts **towards Visions Bharat** in various fields such as: Infrastructure, Digital India, Renewables, Make in India, Blue Economy, Space, Food Processing, Healthy India and Governance
- To nurture socially responsible management graduates who can integrate sustainable practices into business operations, addressing environmental and societal challenges effectively.
- To equip students with the entrepreneurial mindset and skills necessary for fostering innovation, developing startups, and contributing to the growth of the entrepreneurial ecosystem in India and globally.
- To develop data-driven decision-making skills by integrating analytics and technology in strategic management across various functional areas such as finance, marketing, and operations.
- To prepare graduates for leadership roles in international business and global markets by fostering cross-cultural communication, global strategic thinking, and adaptability to diverse business environments.
- To instill ethical and governance principles in students, enabling them to lead with integrity and accountability in complex organizational structures and competitive markets.

Course Outcomes (CO)

- Develop critical thinking and problem-solving skills to analyze complex business scenarios, fulfilling the PEO of creating thoughtful, well-rounded individuals.
- Enhance financial literacy and decision-making capabilities through practical applications of personal financial planning, aligning with the PO of effective communication and understanding.
- Cultivate a holistic understanding of legal principles in business, enabling students to apply legal knowledge in various contexts, thereby fulfilling the PSO of fostering practical skills in business environments.
- Implement strategic marketing and customer relationship management initiatives that reflect social consciousness and community upliftment, contributing to the PEO of developing a knowledgeable and skilled nation.

Part 2 - The Scheme of Teaching and Examination

Semester – V (Summary)

Sr No	Choice Based Credit		Name of Subject
1	MAJOR*	FINANCE	International Business
			Strategic cost management
		MARKETING	International Business
			Strategic Brand Management
		HUMAN RESOURCE MANAGEMENT	International Business
			Performance management & Career Planning
2	DISCIPLINE SPECIFIC ELECTIVE**	FINANCE (select any 1)	Risk management
			Equity & Debt Market,
			Direct tax
		MARKETING (select any 1)	Event & Social Marketing,
			E-Commerce & Digital Marketing
			Tourism Marketing
		HUMAN RESOURCE MANAGEMENT (select any 1)	Talent Management
			Global Human Resource Management
			Legislation in Human Resource Management
3	MINOR*	FINANCE	Innovative financial product & services
		MARKETING	Media Planning management
		HUMAN RESOURCE MANAGEMENT	Change & Stress management
4	VOCATIONAL COURSES		Data Analytics
5	INDIAN KNOWLEDGE SYSTEM		Indian Ethos in Management
6	INTERNSHIP		Internship

NOTE:

* Students shall continue with the major and minor subjects previously selected by them in their second year.

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Third Year Semester V Internal and External Detailed Scheme

Sr · N o.	Particulars		Subject Title	Periods Per Week						Internals				Exte rnal	Tota l Mar ks
				Uni ts	SL	L	T	P	Cred it	SL E/A P	CT/ PE	CP	T	SEE	
1	MAJOR *	FINANCE	International Business	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Strategic cost management	4	20 %*	4	0	0	4	15	20	5	40	60	100
		MARKETING	International Business	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Strategic Brand Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOURCE MANAGEMENT	International Business	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Performance management & Career Planning	4	20 %*	4	0	0	4	15	20	5	40	60	100
2	DISCIP LINE SPECIFIC ELECTIVE**	FINANCE (SELECT ANY 1)	Risk management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Equity & Debt Market,	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Direct tax	4	20 %*	4	0	0	4	15	20	5	40	60	100
		MARKETING (SELECT ANY 1)	Event & Social Marketing,	4	20 %*	4	0	0	4	15	20	5	40	60	100
			E -Commerce & Digital Marketing	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Tourism Marketing	4	20 %*	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOURCE MANAGEMENT (SELECT ANY 1)	Talent Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Global Human Resource Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Legislation in Human Resource Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
3	MINOR *	FINANCE	Innovative financial product & services	2	-	2	0	0	2	-	20	-	20	30	50
		MARKETING	Media Planning management	2	-	2	0	0	2	-	20	-	20	30	50
		HUMAN RESOURCE MANAGEMENT	Change & Stress management	2	-	2	0	0	2	-	20	-	20	30	50

4	VOCATIONAL COURSES		Data Analytics	2		1		2	2	-	20	-	20	30	50
5	INDIAN KNOWLEDGE SYSTEM		Indian Ethos in Management	2	-	2	0	0	2	-	20	-	20	30	50
6	INTERNSHIP		Internship						4				40	60	100
	TOTAL								22						550

SL: Self Learning, L: Lecture, T: Total, P: Practical, SLE- Self learning evaluation,
CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment
PA- Project Assessment, AP – Assignment project, PE – practical Examination

NOTE:

* Students shall continue with the major and minor subjects previously selected by them in their second year.

** Students shall undertake discipline-specific subjects in accordance with their chosen major.

Third Year Semester – V Units – Topics – Teaching Hours

	S.N	Subject Unit Title		Lectures	Total No. of lectures	Credit	Total Marks
MAJOR (FINANCE)	1	I	Fundamentals of International Business	15	60	4	100 (40 + 60)
		II	International Business Environment	15			
		III	International Trade Organisations	15			
		IV	Practical Issues in International Business	15			
	2	I	Introduction to Strategic cost management	15	60	4	100 (40 + 60)
		II	Marginal Costing & Managerial Decisions	15			
		III	Standard Costing	15			
		IV	Emerging trends in Cost Accounting –ABC Analysis	15			
MAJOR (MARKETING)	1	I	Fundamentals of International Business	15	60	4	100 (40 + 60)
		II	International Business Environment	15			
		III	International Trade Organisations	15			
		IV	Practical Issues in International Business	15			
	2	I	Introduction to Brand Management	15	60	4	100 (40 + 60)
		II	Planning and Implementing Brand Marketing Programs; Luxury Brands	15			
		III	Measuring and Interpreting Brand Performance	15			

		IV	Growing and Sustaining Brand Equity	15			
MAJOR (HUMAN RESOURCE MANAGEMENT)	1	I	Fundamentals of International Business	15	60	4	100 (40 + 60)
		II	International Business Environment	15			
		III	International Trade Organisations	15			
		IV	Practical Issues in International Business	15			
	2	I	Performance Management – An Overview	15	60	4	100 (40 + 60)
		II	Performance Planning	15			
		III	Ethics in Performance Management	15			
		IV	Career planning and development	15			
DSE (FINANCE)	1	I	Introduction to Risk Management	15	60	4	100 (40 + 60)
		II	Evaluation of Risk	15			
		III	Types of Risk, Sources and Impact of Risk	15			
		IV	Enterprise Risk Management	15			
	2	I	Introduction to Equity Markets	15	60	4	100 (40 + 60)
		II	Dynamics of Equity Market	15			
		III	Debt Market	15			
		IV	Comprehensive Analysis of Debt and Equity Markets: Valuation, Risk Measures, and Market Dynamics	15			
	3	I	Definitions U/S 2- Basis	15	60	4	100

DSE (MARKETING)			of charge and exclusions from total income				(40 + 60)
		II	Heads of Income	15			
		III	Deductions under Chapter VI A	15			
		IV	Computation of Total Income & Introduction to TDS and Advance Tax	15			
	1	I	Introduction to Events	15	60	4	100 (40 + 60)
		II	Types of Events, Pricing and Sponsorship	15			
		III	Introduction to Social Marketing and CSR	15			
		IV	Trends and Challenges in Event and Social Marketing	15			
	2	I	Introduction to E-Commerce	15	60	4	100 (40 + 60)
		II	E-Commerce Applications and Legal Issues	15			
		III	Fundamentals of Digital Marketing	15			
		IV	Introduction to Social Media Marketing	15			
	3	I	Introduction to Tourism Marketing	15	60	4	100 (40 + 60)
		II	Tourism Market Segmentation & Product Mix of Tourism Marketing	15			
		III	Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism Marketing	15			
		IV	Global Tourism, Tourism	15			

			Organizations and Challenges for Indian Tourism Industry				
DSE (HUMAN RESOURCE MANAGEMENT)	1	I	Introduction to Talent Management	15	60	4	100 (40 + 60)
		II	Talent Management System	15			
		III	Talent Planning, Acquisition, Engagement and Retention	15			
		IV	Recent trends in Talent Management	15			
	2	I	International HRM – An Overview	15	60	4	100 (40 + 60)
		II	Global HRM Functions	15			
		III	Managing Expatriation and Repatriation	15			
		IV	Trends and Challenges in International HRM	15			
	3	I	Industrial Relations- An overview	15	60	4	100 (40 + 60)
		II	Labor Legislation :	15			
		III	Workers Participation in Management	15			
		IV	Social Security Labour Legislation	15			
MINOR (FINANCE)		I	Introduction to Financial Services	15	30	2	50 (20 + 30)
		II	Consumer Finance and Innovative Financial Products	15			
MINOR (MARKETING)		I	Introduction to Media Planning and Media Buying Strategy	15	30	2	50 (20 + 30)
		II	Media Research, Strategy and Trends in Media	15			

			Planning				
MINOR (HUMAN RESOURCE MANAGEMENT)		I	Change Management	15	30	2	50 (20 + 30)
		II	Managing stress at individual and organizational level	15			
VOCATIONAL COURSES		I	Introduction to Data Analytics with Ethics and Privacy	15	45	2	50 (20 + 30)
		II	Data Collection & Preparation	30			
INDIAN KNOWLEDGE SYSTEM		I	Indian Ethos, Work Culture & Leadership	15	30	2	50 (20 + 30)
		II	Stress Management, Learning Systems & Karma in Management	15			
INTERNSHIP							100
TOTAL							550

- **Lecture Duration – 1 hr**
- **For theory papers One credit =15 hrs**
- **For Vocational practical One credit=30 hrs**
- *** Students will have to choose any one alternative option out of the three offered for Major & Minor Subjects.**

SEMESTER - V
Part 3 - Detailed Scheme
MAJOR (4 CREDITS)

Subject Name: International Business

(Finance / Marketing / Human Resource Management)

Learning Objective:

- Understand the concepts, scope, and drivers of international business in a globalized economy.
To develop an understanding of how global trade systems, international markets, and cross-border operations function.
- Analyse international business environments including political, legal, economic, social, and cultural factors.
- Evaluate strategies for market entry, global operations, risk management, and competitive advantage in international contexts.
- Apply international trade theories, foreign exchange management, and international marketing principles.
- Understand the role of multinational corporations, trade blocs, global supply chains, and international institutions.
- To prepare students for roles in international trade, export-import management, global business strategy, or cross-cultural management.

Learning Outcome:

- Remember the foundational theories and terminologies of international business.
- Understand the dynamics of global trade, investment flows, and international institutions like WTO, IMF, and World Bank.
- Analyse international market entry strategies, foreign investment modes, and cross-cultural challenges.
- Apply knowledge of trade regulations, tariffs, and exchange rate systems in real-world international operations.
- Evaluate strategic decisions made by multinational firms in different political, legal, and cultural environments.
- Create global business strategies by integrating international finance, marketing, and operations knowledge.

Units	Contents	No. of Lectures
I	1.1 Fundamentals of International Business Interdependence of Countries, Classical Theory of International Trade - Theory of Absolute Cost Differences or Advantages, Ricardian Theory of Comparative Costs, Modern Theory of International Trade 1.2 Introduction to International Business: Meaning, Importance of International business, Scope of International Business, Advantages and Disadvantages of International Business, EPRG model	15
II	International Business Environment Meaning of International Trade Environment, Components of International Trade Environment - Demographic Environment, Social Environment, Cultural Environment, Economic Environment, Political Environment, Legal Environment, Technological Environment, Competitive Environment, Hofstede's Cultural Dimension Theory, Michael Porter's Five Forces Analysis, PEST Analysis for International Market	15
III	3.1 International Trade Organisations WTO – Objectives, Principles, Functions, Pros & Cons WTO Agreements, United Nations Co-operation for Trade and Development (UNCTAD) 3.2 Regional Economic Groupings Concept of Trade Barriers, Types of Trade Barriers, Tariff Trade Barriers vs. Non-tariff Trade Barriers, Effects of Trade Barriers, Concept of Regional Economic Groups, Types of Regional Economic Groups, Positive and Negative Effects of Regional Economic Groups, Major Trade Blocs	
IV	4.1 Practical Issues in International Business Modes of Entry in International Market, Export and Import Procedures and Documentations, Ethics in International Business- Customers, Employees, Government and Society, International Business communication, International Business Public Relations, Copyright & Trade Mark, International logistics and Supply Chain Management, International Business in HRM :Cross Cultural Issues and their Management	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	International business in last 5 years of Indian Economy
2	4	WTO and Globalization

Online Resources

https://archive.nptel.ac.in/courses/110/107/110107145/
https://onlinecourses.swayam2.ac.in/cec20_mg12/preview
https://nptel.ac.in/courses/109107173

Reference Books

- Economic Survey, Govt. of India. Various issues
- Export-import Policy and Other Documents, Govt. of India
- Czinkota, Michael R, 8th Edition, Publisher Wiley, 2010.
- Hill, Charles W. L., International Business, McGraw Hill, 2011, New York.
- Aswathappa K, International Business, Tata McGraw Hill Education, 2010.

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.

- All questions shall be compulsory with internal choice within the questions.
- The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Strategic Cost Management

Course Objectives:

- To introduce the concept and philosophy of Strategic Cost Management (SCM) and explain its significance in modern business decision-making, analyze the key elements and environmental influences that affect cost management practices.
- To enable students to classify costs on different bases.
- To provide insights into life cycle costing, Kaizen costing, transfer pricing and their strategic roles in cost control and divisional performance.
- To develop skills in marginal costing techniques and apply them to various managerial decision-making scenarios.
- To enable students to compute and analyse standard costing variances for better control and performance evaluation.
- To explore modern cost accounting tools like Activity-Based Costing (ABC), do its computation and contrast them with traditional cost systems.

Learning Outcomes:

After successfully completing this course, students will be able to:

- Define and explain the concepts and objectives of Strategic Cost Management and its integration with business strategies.
- Identify and evaluate the key elements of SCM, including environmental factors, and their influence on cost structures and management decisions.
- Classify Costs on different bases
- Apply the concepts of life cycle costing and Kaizen costing to continuous cost improvement and long-term cost control.
- Understand and analyze transfer pricing mechanisms and assess divisional performance.
- Distinguish between marginal and absorption costing and apply marginal costing for various business decisions like make-or-buy, plant shutdown, and sales mix.
- Perform Cost-Volume-Profit (CVP) analysis and break-even analysis to aid in short-term decision-making.

- Calculate and interpret material, labour, overhead, sales, and profit variances within a standard costing system.
- Calculate the Cost per unit of products of an organisation by apportioning the overhead costs as per their cost drivers as required under ABC system.

Units	Content	No. Of Lectures
I	Introduction to Strategic cost management (Theory only) 1.1 Concept and Philosophy 1.2 Objectives of SCM 1.3 Key elements of SCM 1.4 Environmental influences on cost management practices 1.5 Classification of Costs on different bases 1.6 Life cycle costing 1.7 Kaizen Costing 1.8 Transfer pricing and divisional performance	15
II	Marginal Costing & Managerial Decisions 2.1 Introduction to marginal costing 2.2 Distinction between absorption costing and marginal costing 2.3 Advantages and limitations of marginal costing 2.4 Cost Volume and Profit Analysis 2.5 Break even analysis 2.6 Margin of safety 2.7 Key factor 2.8 Make or buy decisions 2.9 Exploring foreign markets 2.10 Sales mix decisions 2.11 Plant shut down decision 2.12 Practical problems on all types	15
III	Standard Costing 3.1 Preliminaries in installing of a standard cost system 3.2 Material Cost variance 3.3 Labour cost variance 3.4 Variable overhead variances	15

	3.5 Fixed Overhead variances 3.6 Sales variances 3.7 Profit variances 3.8 Practical problems on all types	
IV	Emerging trends in Cost Accounting –ABC Analysis 4.1 Activity Based Costing – Introduction, Advantages, Limitations, Traditional system v/s Activity Based Costing system 4.2 Identification of cost drivers 4.3 Practical Problems on Activity Based Costing System	15
TOTAL		60

Self-Learning Topics (Unit wise)

1	Introduction to Strategic cost management (Theory only) 1.1 Concept and Philosophy 1.2 Objectives of SCM 1.3 Key elements of SCM 1.4 Environmental influences on cost management practices
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Online Resources

<https://resource.cdn.icai.org/66526bos53753-cp1.pdf>

Reference Books

1. Cost Accounting by C.S. Rayadu, Tata Mc.Graw Hill and Co. ltd., Mumbai
2. Cost Accounting by Jawaharlal and Seema Srivastava, Tata Mc.Graw Hill and Co. ltd., Mumbai
3. Cost Accounting by Ravi M. Kishore., Taxxman Ltd. New Delhi.
4. Advanced Cost and Management Accounting: Problems and Solutions by V. K. Saxena and C. D. Vashist, S. Chand and Company(P) Ltd., New Delhi.
5. Lectures on Costing by Swaminathan: S.Chand and Company (P) Ltd. New Delhi.
6. Cost Accounting Principles and Practice by M. N. Arora, Vikas Publishing House (P) Ltd., New Delho.

Evaluation Pattern:**A) Formative Assessment****40 marks**

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15 Marks
2	Online examination	20 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative/ External Paper Pattern:

Q. 1	Full Length Question OR Full Length Question	15 Marks
Q. 2	Full Length Question OR Full Length Question	15 Marks
Q. 3	Full Length Question OR Full Length Question	15 Marks
Q. 4	Full Length Question OR Full Length Question	15 Marks
Note	15 marks question may be divided into sub questions of 7.5 and 7.5 or 8 and 7 or 10 and 5 or 5, 5 and 5 marks if required.	

Subject Name : Strategic Brand Management**Learning Objectives:**

- To understand key concepts, frameworks, and principles related to brand equity, positioning, and value creation.
- To develop analytical and creative thinking in evaluating brand performance and managing brand portfolios.
- To analyse branding challenges and strategic decisions using both qualitative and quantitative brand research tools.

- To formulate brand strategies including brand architecture, brand extensions, repositioning, and revitalization.
- To evaluate real-world branding strategies across sectors, integrating traditional branding methods with digital and experiential branding tools.
- To enhance strategic decision-making and communication skills essential for brand management roles.
- To prepare students for roles such as Brand Analyst, Assistant Brand Manager, Marketing Executive, or Digital Branding Associate.

Learning Outcomes:

- Remember key terminologies, components, and models of strategic brand management, supporting the development of thoughtful, brand-conscious professionals.
- Understand brand-related theories and strategic frameworks to shape brand identity, personality, and equity.
- Analyse brand positioning strategies and brand perception issues in a competitive environment, fostering critical thinking and marketing insight.
- Apply brand management principles to real-life case studies and marketing scenarios, developing hands-on branding skills.
- Evaluate branding decisions including brand rejuvenation, crisis management, and co-branding to align with long-term business goals.
- Create strategic branding initiatives that resonate with target audiences, reinforcing the development of creative and impactful brand leaders.

Units	Content	No of Lectures
I	Introduction to Brand Management 1.1 Meaning of Brand, Branding, Brand Management, 1.2 Importance of Branding to Consumers, Firms, 1.3 Brands v/s Products, 1.4 Scope of Branding, 1.5 Branding Challenges and Opportunities, 1.6 Strategic Brand Management Process, 1.7 Customer Based Brand Equity model (CBBE) - Building Global CBBE 1.8 Sources of Brand Equity, 1.9 Steps of Brand Building including Brand Building Blocks, 1.10 Brand Positioning: Meaning, Importance, Basis	15
II	Planning and Implementing Brand Marketing Programs; Luxury Brands 2.1 Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements 2.2 Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. 2.3 Luxury Brands: Introduction, Meaning, Consumer Behavior and Segmentation 2.4 Personalizing Marketing: Experiential Marketing, One to One Marketing, Permission Marketing	15
III	Measuring and Interpreting Brand Performance 2.1 The Brand Value Chain 2.2 Measuring Sources of Brand Equity: Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ; Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses 2.3 Young and Rubicam's Brand Asset Valuator 2.4 Measuring Outcomes of Brand Equity - Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis 2.5 Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology	15

IV	Growing and Sustaining Brand Equity 4.1 Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand- Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy, Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels, Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing 4.2 Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity 4.3 Managing Brands over Time: Reinforcing Brands, Revitalizing Brands	15
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Self-Learning topics (Unit wise):

Sr. No	Topic
1	Brand vs Product
2	Types of Brand Elements
3	Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
4	Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing

Online Resources

https://nptel.ac.in/courses/110104070
https://iimbx.iimb.ac.in/catalog/brand-management/
https://www.youtube.com/watch?v=UcDnoLdq4qI
https://www.youtube.com/watch?v=3c-Rb_MQVfw

REFERENCE BOOKS:

1. Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity
2. Keller Kevin Lane, Strategic Brand Management-2008
3. Elliot, Richard, Strategic Brand Management-2008
4. Kapferer, Jean-Noel, Strategic Brand Management-2000

5. Kishen, Ram, Strategic Brand Management- 2013
6. Keller Kevin Lane, Strategic Brand Management 4e-2015

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name : Performance management & Career Planning

Learning Objectives:

- To understand the key concepts, models, and approaches to performance management and its role in enhancing organizational effectiveness.

- To develop skills for setting performance goals, evaluating outcomes, and implementing appraisal systems.
- To analyse performance-related challenges, employee motivation, and feedback systems in various organizational contexts.
- To design performance management systems aligned with strategic HR objectives, organizational culture, and employee development.
- To evaluate the relationship between performance management and career planning, succession planning, and talent development.
- To strengthen skills in coaching, mentoring, and counseling to foster continuous employee growth and engagement.
- To prepare students for roles such as HR Analyst, Performance Management Associate, Career Counsellor, Learning & Development Executive, or Talent Management Coordinator.

Learning Outcomes:

- Remember the fundamental concepts and tools of performance management and career development.
- Understand the link between individual performance, team effectiveness, and organizational success.
- Analyse performance appraisal methods, feedback mechanisms, and their implications on employee engagement.
- Apply performance management models and frameworks to practical HR scenarios, including goal-setting and KPI tracking.
- Evaluate career planning frameworks, succession strategies, and employee development pathways.
- Create integrated performance and career development plans that align personal aspirations with organizational needs.

Units	Content	No of Lectures
I	Performance Management – An Overview 1.1 Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal,	15

	1.2 Performance Management Cycle , Best Practices in Performance Management, Future of Performance Management. 1.3 Global trends / future trends of performance management, Relevant case of Companies with best performance management system 1.4 Facilitation of Performance Management system through automation : Improving Quality of Planning and design of performance management, Improving the objectivity of Performance management, Improving execution effects of performance management, Automation in performance management, Automation process	
II	Performance Planning – 2.1 Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking , Performance Managing – Meaning, Objectives, Process 2.2 Performance Appraisal – Performance appraisal and uses , Performance appraisal process, Performance standards: traits, behaviours, competencies, goals achievement and improvement potential, KRA/KPI's, Performance appraisal and period, Methods of performance appraisal, Balance score card, HR Score card, Problems in performance appraisal, How to conduct effective appraisal process- Use of Bell Curve and Nine Box Performance Appraisal in the Organization. 2.3 Performance Management Implementation – Strategies for Effective Implementation of Performance Management □ Linking Performance Management to Compensation □ Concept of High Performance Team 2.4 Data Driven Performance Management	15
III	Ethics in Performance Management 3.1 Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management 3.2 Under Performers and Approaches to Manage Under Performers, Retraining 3.3 Key Issues and Challenges in Performance Management 3.4 Potential Appraisal: Steps, Advantages and Limitations.	15

	3.5 Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.	
IV	Career planning and development 4.1 Career Planning and Development Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning 4.2 Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives 4.3 Role of Technology in Career Planning and Development Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model 4.4 New Organizational Structures and Changing Career Pattern	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process,
2	2	Performance evaluation and appraisal , Score cards
3	3	Potential Appraisal
4	4	Career Management and Planning

Online Resources

https://nptel.ac.in/courses/110/105/110105137/
https://youtu.be/bu_yh3h0n3U (nptel)
https://nptel.ac.in/courses/110/105/110105069/
https://youtu.be/wgr-l7KEMCE (IIT Kharagpur)
https://nptel.ac.in/courses/110/105/110105069/

Reference Books

- Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers
- Armstrong, Michael, Baron, Performance Management, Jaico Publishers
- Robert Bacal, Performance Management, McGraw-Hill Education, 2007

- T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.
- Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House.
- A.S. Kohli, T. Deb, Performance Management, Oxford University Press.
- Herman Aguinis, Performance Management, Second edition, Pearson Education.

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

DISCIPLINE SPECIFIC ELECTIVE (4 CREDITS)

Subject Name: Risk management

Course Objectives:

- To understand the concept, types, and significance of risks faced by organizations.
- To analyze methods for identifying, measuring, and managing business and financial risks.
- To study the framework and application of Enterprise Risk Management (ERM) and relevant legal regulations such as Basel Norms.

Course Outcomes:

- Students will understand the concepts, types, and dynamic nature of organizational risks.
- Students will gain skills to identify, evaluate, and manage business and financial risks using appropriate tools.
- Students will develop knowledge of Enterprise Risk Management and compliance with regulatory frameworks such as the Companies Act, 2013 and Basel Norms.

Unit	Content	No. of Lectures
I	Introduction to Risk Management 1.1 The Concept of Risk, Identification of Risk faced by Organization 1.2 Risk and Uncertainty, Strategic and Operational Risks 1.3 Dynamic Nature of Risks 1.4 Business Risk 1.5 Financial Risk faced by Organization 1.6 Objectives of Risks Management 1.7 Process of Risk Management.	05
II	Evaluation of Risk 2.1 Evaluation of Organization's ability to bear them 2.2 Risk Measurement 2.3 Identify and assess the impact upon the stakeholder involved in Business Risk 2.4 Nature and Importance of Financial Risk, Evaluation of Financial Risk, 2.5 Evaluation of Alternative Risk Management Tools 2.6 Role of Risk Manager and Risk Committee in identifying and managing risk.	10

	2.7 Basel Norms	
III	Types of Risk, Sources and Impact of Risk 3.1 Sources and Impact of Common Business Risk Market, Credit Risk, Liquidity Risk, Technological- Cyber Security Risk, Legal Risk, Environmental Risk, Compliance Risk, Reputation Risk, Country Risk. 3.2 Forex Market- Introduction, Identifying and Analyzing Forex Risk, Managing Forex Risk	30
IV	Enterprise Risk Management 4.1 Definition 4.2 Scope 4.3 Techniques 4.4 Risk Identification and Treatment 4.5 Risk Assurance and Reporting	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Types of Liquidity risk
	2	Risk Tolerance
	3	Forex Market
	5	Reporting of Risk By Board of Directors of any 10 Companies

Online Resources

- <https://www.youtube.com/watch?v=MqGq3RExPSs>
- <https://www.youtube.com/watch?v=gsnhAaEm1UE>
- <https://www.youtube.com/watch?v=IP-E75FGFkU&t=81s>

Reference Books

- The Essentials of Risk Management: Michel Crouhy, Dan Galai, Robert Mark: MC Graw Hill Education
- A Practical Guide to Risk Management: Thomas S Koleman: Research Foundation of CFA Institute
- Risk Management–Concepts and Guidance: Carl Pritchard: CRC Press
- Risk Management: Prof C K Roy: Vayu Education

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

External Paper Pattern:

Q. 1	Attempt any two out of three	15 Marks
Q. 2	Attempt any one out of two	15 Marks
Q. 3	Attempt any one out of two	15 Marks
Q. 4	Attempt any one out of two	15 Marks

Subject Name: Equity & Debt Market

Course Objectives:

- To understand the functioning of financial markets.
- To analyse the importance of Equity and Debt Markets.
- To study the methods of Valuation of Equity & Bonds.

Learning Outcomes:

- Students will understand the foundational concepts, features, and importance of equity shares
- Students will gain insights into the functioning of both primary and secondary equity markets
- Students will explore the structure, instruments, and participants of the debt market
- Students will apply various models and analytical tools to evaluate equity and debt instruments.

Units	Content	No. of Lectures
I	Introduction to Equity Markets 1.1 Meaning & definitions of equity share 1.2 Features of Equity Share 1.3 Growth of Corporate sector & simultaneous growth of equity shareholders 1.4 Divorce between ownership and management in companies, 1.5 Importance of Equity Markets in a Developing Country like India, 1.6 Recent developments in Equity Markets.	15
II	Dynamics of Equity Market 2.1 Primary Market: IPO – methods followed, Book building, Role of merchant bankers in fixing the price (Red herring prospectus); Green-shoe Option; Practical Aspects of investing in Primary market. (ASBA, Demat Account) 2.2 Secondary Market: Definition & functions of stock exchanges, Stock exchanges in India; sweat equity, ESOP & Rights issue of shares 2.3 Stock market Indices.	15
III	Debt Market 3.1 Introduction to Debt Markets 3.2 Evolution of Debt markets in India 3.3 Money market & Debt markets in India 3.4 Bonds: Features and Types of bonds 3.5 Participants of debt markets: Issuers and Investors 3.6 Regulatory framework in the Indian Debt market 3.7 Recent Developments.	15

IV	Comprehensive Analysis of Debt and Equity Markets: Valuation, Risk Measures, and Market Dynamics Debt Market 4.1 Yield Curves, Callable Bonds, Zero Coupon Bonds, and Bootstrapping: These are central to bond market analysis and are crucial for fixed income portfolios. 4.2 Risk Measures (VaR, Duration, etc.): These are typically used for managing and assessing interest rate risk in debt securities. Equity Market: 4.3 Equity instruments typically deal with stocks and their valuation using methods like the Dividend Discount Model (DDM) or Price-to-Earnings (P/E) ratio. 4.4 Risk measures for equities focus more on volatility, beta, and market risk.	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Process of Opening Demat Accounts and ASBA in Equity Investments
2	2	Recent Development in Equity Markets
3	3	Participants of Debt Market
4	4	Analysis of Equity and Debt Market with respect to Valuation and risk measures,.

Online Resources

<https://nptel.ac.in/courses/110/105/110105121/>
<https://nptel.ac.in/courses/110/107/110107128/>
https://www.youtube.com/watch?v=nMLVn_n1hb8

References:

- Allen, Larry (1750-2000). The Global Financial System.
- Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
- Saunders, Anthony & Cornett, Marica Millon.
- Financial markets & institutions: A modern perspective: TMIT
- LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th edition.)
- Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH
- David Dasey, An Introduction to Equity Markets, Securities Institute ltd; 2nd edition July 2002.

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern**B). Formative Assessment****40 marks**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

External Paper Pattern:

Q. 1	Attempt any two out of three	15 Marks
Q. 2	Attempt any one out of two	15 Marks
Q. 3	Attempt any one out of two	15 Marks
Q. 4	Attempt any one out of two	15 Marks

Subject Name: Direct tax**Course Objectives:**

- To understand key definitions and terms under Section 2, the basis of charge under Sections 3–9, and exclusions from total income under Section 10.
- To explain the various heads of income and the implications of the new tax regime U/S 115BAC.
- To apply deductions under Chapter VI-A (Sections 80A–80U) in practical scenarios.
- To analyze the computation of total income for individuals and HUFs, incorporating relevant deductions and exemptions.

- To evaluate tax liabilities and compliance procedures, including TDS and advance tax.

Learning Outcomes:

- The learners will be able to define and explain key terms, concepts, and provisions under the Income Tax Act, including basis of charge and exclusions from income.
- The learners will be able to determine residential status and analyze its impact on the scope of total income and taxability.
- The learners will be able to classify and compute income under various heads and evaluate the applicability of the new tax regime under Section 115BAC.
- The learners will be able to apply deductions under Chapter VI-A and compute the total income and tax liability of individuals and HUFs.
- The learners will be able to demonstrate understanding of TDS, advance tax, and develop basic tax planning strategies through problem-solving.

Unit	Content	No. of Lectures
I	Definitions U/S 2- Basis of charge and exclusions from total income 1.1 Section 2 –Assessee, Assessment Year, Assessment, Annual value, Business, Capital asset, Income, Person, Previous Year, Transfer 1.2 Basis of Charge: Section 3 – 9 – Previous Year, Residential Status, Scope of Total Income, Deemed Income 1.3 Exclusions from Total Income: Section 10 – restricted to, Agricultural Income, Sums Received from HUF By Member, Share of Profit from Firm, Casual & Non – Recurring Receipts, Scholarships, Income of Minor Child, Allowance to Members of Parliament and Legislative Assembly.	15

II	Heads of Income 2.1 Salary Income: Section 15 – 17, Including Section 10 relating to House Rent Allowance, Travel Concession, Special Allowance, Gratuity, Pension –Commutation, Leave Encashment, Compensation, Voluntary Retirement, Payment from Provident Fund 2.2 Income From House Property: Section 22 – 27, Including Section 2 – Annual Value 2.3 Profits & Gains from Business & Profession: Section 28-32, 36, 37, 40, 40A, 43B, 44AD, 44ADA & 44AE including: Section 2 – Business 2.4 Capital Gains: Section 45, 48, 49, 50, 54 and 55 2.5 Income from Other Sources: Section 56 – 59	15
III	Deductions under Chapter VI A 3.1 80 A- Restriction on claim in Chapter VI- A deductions 3.2 80 C – Payment of LIC/PF and other eligible investments 3.3 80CCC – Contribution to certain Pension Fund 3.4 80 CCD – National Pension Scheme 3.5 80D – Medical Insurance Premium 3.6 80 DD- Maintenance and medical treatment of handicapped dependent 3.7 80E – Interest on Educational Loan 3.8 80 EE & 80EEA- Income Tax Deduction for Interest on Loan 3.9 80 TTA- Interest on Saving Bank account 3.10 80 U – Deduction in the case of totally blind or physically handicapped or mentally retarded resident person	15
IV	Computation of Total Income & Introduction to TDS and Advance Tax 4.1 Computation of Total Income of Individual with respect to above heads and deductions. And New Tax Regime U/S 115 BAC 4.2 Introduction to TDS and Advance Tax	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Scope of Total Income
2.	Income from Other sources

3.	Deductions under Chapter VI A
4.	Introduction Tax Deducted at Source and Advance Tax

Online Resources

<https://resource.cdn.icai.org/61996bos50392cp1.pdf>

Reference Books:

1. Direct Taxes Law & Practice by V.K. Singhania - Taxman
2. Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House
3. Income Tax Ready Reckoner by Dr .V.K. Singhania – Taxman
4. Direct Tax Laws by T.N. Manoharan - Snow White Board of Studies-in-Accountancy
5. Gaur & Narang – Practical Approach to Income Tax, Kalyani Publishers
6. Mehrotra & Goyal – Income Tax Law and Accounts, Sahitya Bhawan Publications
7. Vinod K. Singhania & Monica Singhania – Students’ Guide to Income Tax, Taxmann Publications
8. T.N. Manoharan – Students’ Handbook on Income Tax Law, Snow White Publications
9. R.N. Lakhotia – Basics of Income Tax, Vision Books
10. Dr. H.C. Mehrotra – Income Tax Law & Accounts, Sahitya Bhawan Publications

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

C). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

External Paper Pattern:

Q. 1	Attempt any two out of three	15 Marks
Q. 2	Attempt any one out of two	15 Marks
Q. 3	Attempt any one out of two	15 Marks
Q. 4	Attempt any one out of two	15 Marks

Subject Name: Event & Social Marketing**Learning Objectives:**

- To understand the key concepts, scope, and strategic relevance of event marketing and social marketing in modern business and social contexts.
- To develop creativity, planning, and execution skills essential for organizing and marketing events that achieve brand, business, or social goals.
- To analyse different types of events and social campaigns, applying marketing theories to real-world outreach and engagement challenges.
- To design and implement effective event and social marketing strategies using media planning, branding, public relations, and sponsorship tactics.
- To evaluate the effectiveness of campaigns using performance metrics, stakeholder feedback, and social impact analysis.
- To enhance skills in audience segmentation, message development, cause alignment, and engagement through physical and digital platforms.
- To prepare students for roles such as Event Marketing Coordinator, Campaign Executive, Social Media Marketer, Public Relations Assistant, or CSR Project Associate.

Learning Outcomes:

- Remember key principles, terms, and components of event and social marketing, nurturing a foundation for strategic thinking and creative planning.
- Understand the dynamics of event execution and social campaign development in diverse environments, supporting professional readiness.
- Analyse event planning processes, sponsorship models, and social marketing strategies to identify success factors and challenges.

- Apply marketing tools and communication strategies to organize impactful events and purpose-driven social campaigns.
- Evaluate the effectiveness and ROI of marketing initiatives in terms of brand exposure, engagement, and social influence.
- Create innovative, ethical, and culturally relevant campaigns that address brand, business, or social causes in an engaging and sustainable manner.

Units	Content	No. of Lectures
I	Introduction to Events 1.1 Definition and Meaning of Event Marketing Advantages of Event Marketing 1.2 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out 1.3 Event Designing; Reach; Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers. 1.4 Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events 1.5 Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media	15
II	Types of Events, Pricing and Sponsorship 2.1 Types of Events 2.2 Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; 2.3 Risk Rating, Setting Pricing Objectives, pricing decisions 2.4 Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship. 2.5 Feedback in Events	15
III	Introduction to Social Marketing and CSR 3.1 Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing. 3.2 Social Marketing Plan, Segmentation, Targeting & Positioning	15

	3.3 Social Marketing Mix • Product: Social Product, Social Product Branding Decision. • Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies. • Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel • Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel. 3.4 Not for Profit Organization (NPO, NGO, Voluntary Organization, Third Sector)	
IV	Trends and Challenges in Event and Social Marketing 4.1 Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing. 4.2 Case Studies of Major NGO and Social Cause 4.3 Ethics in Social Marketing 4.4 E-events and Virtual Events 4.5 Safety and Crisis Management of Event 4.6 Growth of Events and Social Marketing 4.7 Career in Events and Social Marketing	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Concept of Sponsorship
2	Meaning of CSR
3	Virtual Events

Online Resources:

https://nptel.ac.in/courses/110/104/110104068/
https://nptel.ac.in/courses/110/105/110105081/
https://www.mooc4dev.org/ISMM
https://onlinecourses.swayam2.ac.in/nou20_ge01/preview

Reference Books:

- Preston C.A., “Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions’, Wiley, Second Edition, 2015
- Gaur Sanjaya Singh and Sanjay V Saggere, “Event Marketing and Management’, Vikas Publishing House Pvt. Ltd. , 2003
- Sharma Diwakar, “Event Planning & Management’, Deep and Deep Publications Pvt. Ltd., 2005
- Hoyle Leonard H., “Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions”, Wiley, 2000
- Genadinik Alex, “Event Planning-Management and Marketing for Successful Events’, CreateSpace Independent Publishing Platform, 2015
- Harichandan C.P., “Event Management”, Global Vision Publishing House, 2010
- Goyal K. Swarup, “Event Management”, Adhyayan Publishers, 2013
- Andreasen A & Kotler P (2008), Strategic Marketing for Nonprofit Organisations 7th International Edition, Upper Saddle River NJ: Prentice Hall.
- Andreasen, A.R. (2006). Social Marketing in the 21st century. London, UK: Sage.
- Social Marketing in India, Nancy Lee and Sameer Deshpande, SAGE Publications, 2013
- Social Marketing, S M Jha, Himalaya Publishing House, 2012, (2nd Edition)
- Social Marketing: Influencing Behaviors for Good, Nancy R. Lee, Philip Kotler, SAGE Publications, 2011 (4th Edition)
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- Weinrich, HK 2011, Hands-on social marketing: a step-by-step guide to designing change for good, Second Edition, Sage Thousand Oaks, CA

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: E-Commerce & Digital Marketing

Learning Objectives:

- To understand fundamental concepts, models, and technologies of e-commerce and the digital marketing ecosystem.
- To develop practical skills in using digital tools and platforms for customer engagement, lead generation, and online branding.
- To analyse various e-commerce business models, consumer behavior patterns, and digital buying journeys in the context of evolving markets.
- To design effective digital marketing strategies incorporating SEO, SEM, content marketing, social media, email, affiliate, and influencer marketing.
- To evaluate e-commerce platforms and digital campaign performance using analytics tools and performance metrics.

- To strengthen strategic thinking and problem-solving in online business operations, customer experience, and omnichannel marketing.
- To prepare students for roles such as Digital Marketing Executive, E-Commerce Analyst, SEO/SEM Specialist, Social Media Coordinator, or Online Sales Manager.

Learning Outcomes:

- Remember the key components, terminologies, and frameworks of e-commerce and digital marketing, establishing foundational knowledge.
- Understand the operational, strategic, and technological aspects of managing online businesses and digital campaigns.
- Analyse online consumer trends, website performance, and digital advertising effectiveness to make informed marketing decisions.
- Apply tools like Google Analytics, Google Ads, Meta Ads Manager, and email marketing platforms to real-world projects.
- Evaluate the impact and ROI of digital marketing campaigns and e-commerce strategies using key performance indicators (KPIs).
- Create effective, ethical, and customer-centric digital marketing plans and e-commerce solutions aligned with business goals and market dynamics.

Units	Content	No of Lectures
I	Introduction to E-Commerce 1.1 Fundamentals of E-Commerce - Meaning, Features, and Categories of E-Commerce, Advantages and Limitations of E-Commerce, Comparison: Traditional Commerce vs. E-Commerce 1.2 E-Commerce Environment and Trends - Environmental Factors Influencing E-Commerce: Economic, Technological, Legal, Cultural & Social, Key Drivers of E-Commerce Growth, Challenges and Myths in E-Commerce Implementation 1.3 Introduction to M-Commerce - Meaning, Features and Benefits of Mobile Commerce, Emerging Trends and Applications in M-Commerce	15
II	E-Commerce Applications and Legal Issues 2.1 Core E-Business Concepts - Overview of Customer Relationship Management, Supply Chain Management and Enterprise Resource Planning, Introduction to Electronic Data Interchange and its	15

	Applications 2.2 E-Commerce Models and Payment Systems - Bricks and Clicks Business Models: Concepts and Advantages, Digital Payment Methods: Debit/Credit Cards, E-Wallets, EFT, Payment Gateways: Process, Types, Pros and Cons 2.3 Security and Legal Framework in E-Commerce - Transaction Security and Privacy Issues in Online Business, Overview of E-Commerce Laws in India, IT Act 2000 and its Relevance to Digital Transactions	
III	Fundamentals of Digital Marketing 3.1 Introduction to Digital Marketing - Meaning and Scope of Digital Marketing, Advantages and Limitations, Traditional vs. Digital Marketing, Role of Digital Marketing in Business 3.2 Key Activities in Digital Marketing -Search Engine Optimization (SEO) and Search Engine Marketing (SEM), Content Marketing & Influencer Marketing, Email Marketing and Display Advertising, Blog Marketing, Viral Marketing, and Mobile Engagement Marketing (MEM) 3.3 Online Advertising - Google Ads, Online Marketing Research & Analytics, Web Analytics, Promoting Web Traffic, Emerging Digital Marketing Trends	15
IV	Introduction to Social Media Marketing 4.1 Fundamentals of Social Media Marketing - Organic vs. Paid Social Media Marketing, Platforms: Facebook, Instagram, LinkedIn, Twitter, YouTube, Engagement Strategies for Different Platforms, Emerging Trends in Social Media Marketing 4.2 Social Media Marketing Strategy - Components of a Successful Social Media Strategy, Setting Objectives and Targeting Audience, Content Planning and Execution, Measuring Success and Performance Metrics 4.3 Case Studies and Best Practices - Successful Social Media Marketing Campaigns, Brand Engagement Strategies, Crisis Management in social media, Future of Social Media Marketing	15

Self-Learning topics (Unit wise)

Unit	Topics
I	Ecommerce - Meaning, Features of E-commerce
I	Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce
III	Introduction to Digital Marketing, Advantages and Limitations
IV	Types of Social Media Marketing

Online Resources:

https://nptel.ac.in/courses/110105083
https://www.youtube.com/watch?v=xKJjyn8DaAw
https://www.youtube.com/watch?v=KSoANIMKPfY
https://www.youtube.com/watch?v=3uaF6sn4ZpQ&t=2s (Google Digital Garage)
https://www.youtube.com/watch?v=AH5B6eZ1AZg
https://www.youtube.com/watch?v=ElBVuRs8aV0 (Instagram Profile)

Recommended Text:

- Digital Marketing: Strategies for Online Success (Godfrey Parkin)
- The Social Media Handbook (Adam Brooks)
- C.S.V.Murthy, E-Commerce Concepts, Models, Strategies :- Himalaya Publishing House, 2011.
- E-Business & E-Commerce Management 3rd Ed, Pearson Education
- C.S.V.Murthy, E-Commerce Concepts, Models, Strategies- :- Himalaya Publishing House, 2011.
- Kamlesh K Bajaj and Debjani Nag , E- Commerce , 2005.
- Gary P. Schneider , Electronic commerce, International Student Edition, 2011.
- Electronic Commerce: The Strategic Perspective, Richard T.Watson, Pierre Berthon, Leyland F. Pitt, George M. Zinkhan.
- D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd
- Bajaj Kamlesh K,E-Commerce- The cutting edge of Business
- Whiteley David, E-Commerce Technologies and Applications-2013
- E-Business & E-Commerce Management 3rd Ed, Pearson Education
- Kalokota & Robinson,E-Business 2.0 Road map for Success, Pearson Education
- Elias M. Awad, Electronic Commerce, 3rd Edition, Pearson Education

- Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education
- R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education
- Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.
- <https://www.coursera.org/learn/launch-online-business>
- <https://www.emerald.com/insight/content/doi/10.1108/EEMCS-03-2014-0064/full/html>

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Tourism Marketing

Learning Objectives

- To understand the fundamental principles, strategies, and scope of marketing in the tourism and hospitality industry.
- To develop a comprehensive understanding of tourist behavior, tourism demand, and destination image building.
- To analyse tourism market segments, travel trends, and promotional techniques for domestic and international tourism.
- To design tourism marketing strategies incorporating product development, pricing, distribution, and integrated communication methods.
- To evaluate the role of digital tools, social media, branding, and sustainability in tourism promotion and destination management.
- To strengthen practical skills in service marketing, customer relationship management (CRM), and experiential marketing in tourism.
- To prepare students for roles such as Tourism Marketing Executive, Destination Manager, Travel Consultant, Digital Travel Marketer, or Hospitality Brand Coordinator.

Learning Outcomes

- Remember key concepts, terminology, and components of tourism marketing, building a solid foundation for understanding the industry.
- Understand the principles of marketing applied to tourism, including market segmentation, tourist behavior, and service delivery.
- Analyse case studies of tourism campaigns and destination branding to evaluate effectiveness and consumer response.
- Apply marketing strategies and promotional techniques to develop tourism products and packages that appeal to targeted audiences.
- Evaluate tourism initiatives using sustainability, cultural sensitivity, and technology-driven approaches.
- Create strategic marketing plans and promotional content that effectively position destinations, events, and tourism services in a competitive market.

Units	Content	No. of Lectures
I	Introduction to Tourism Marketing 1.1 Definition and concept of Tourism & Tourist, Features of tourism, Purpose of Development of Tourism 1.2 Factors Influencing Growth of Tourism 1.3 Tourism Impacts 1.4 Types of Tourism and new concepts: Health, Adventure, Rural, Cultural, Religious, Eco-Tourism, Wedding Tourism, Cruise Tourism. Vaccine tourism. Dark tourism 1.5 Tourism Marketing: Meaning, Objectives, Importance and Problems of Tourism Marketing 1.6 Phases of Tourism: Economic Approach, Environmental Approach, Cost Benefit Approach. 1.7 Travel Agents and Tour Operators: Functions, types, distribution network, Travel agency operations and changing roles, Travel Documentation and Formalities (Passports, VISA, Travel Insurance) 1.8 Tour Destination Planning: Process, Study of market, Levels of tourism planning, Organization of a tour. Travel Organization-Individual and group, travel itinerary.	15
II	Tourism Market Segmentation & Product Mix of Tourism Marketing 2.1 Tourism Market Segmentation: for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology 2.2 4 'A's of Tourism: Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface Transport, Railways and its contribution to tourism, Sea & Waterways, Airways Amenities: Meaning, Amenities & Facilities at the destination. 2.3 Marketing Strategy: Hard v/s Soft Tourism Strategy. 2.4 Product Mix of Tourism Marketing: Meaning, Tourism Destination	15

	Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itineraries, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure	
III	Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism Marketing 3.1 Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies 3.2 Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide. 3.3 Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales Promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism 3.4 People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process. 3.5 Process: Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting 3.6 Physical Evidence for Tourism	15
IV	Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry 4.1 Global Tourism Market: Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries. 4.2 Status of tourism in developing countries. 4.3 India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign 4.4 Challenges for Indian Tourism Industry 4.5 Tourism Organizations: International: United Nations World Trade Organization (UNWTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents	15

	Association (UFTAA) National: Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation. Travel Treaties and Global Understanding: Chicago Convention, Freedom of Air	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Features of Tourism
2	I	Factors Influencing growth of Tourism
3	III	Tourism Advertising

Online Resources

http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001827/P001853/M031442/ET/152808671214.7Q1.pdf
https://nios.ac.in/media/documents/tourism_337_courseE/337_Tourism_Eng/337_Tourism_Eng_L13.pdf
https://nios.ac.in/media/documents/tourism_337_courseE/337_Tourism_Eng/337_Tourism_Eng_L19.pdf

References

- Bhatia A.K. (1997), Business of Travel Agency & Tour Operations Management , Sterling Publishers, Mumbai.
- Bhatia A.K. (2006), International Tourism Management, Sterling Publishers, Mumbai.
- Ray Nilanjan, et.al.,(2018), Tourism Marketing: A strategic approach, Apple Academic Press, Canada,
- Philip T. Kotler , John T. Bowen , James Makens , Seyhmus Baloglu, (1996, reprint 2016), Marketing for Hospitality and Tourism,Pearson.
- Mohinder Chand Dhiman , Vinay Chauhan (2019), Handbook of Research on International Travel Agency and Tour Operation Management, IGI Global.
- Walker J. R. and Walker, J. T. Tourism Concept and Practices. Noida, India: Dorling Kindersley Pvt., Ltd, 2011.

- S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011 Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010\
- Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014
- Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005
- M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005 Alan A. Lew, A companion to tourism, Blackwell Publishing
- Krishnan K Kamra, Tourism: An Overview

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

1) Duration – These examinations shall be of 2 hours duration.

2) Question Paper Pattern: -

- There shall be four questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Talent Management

Learning Objectives

- To understand the key concepts, processes, and strategic importance of talent management in modern organizations.
- To develop the ability to identify, attract, develop, and retain top talent across various organizational levels.
- To analyse talent management challenges, workforce trends, and leadership pipeline needs in diverse business environments.
- To design talent acquisition strategies, succession planning systems, and high-potential employee development programs.
- To evaluate the impact of employer branding, employee value proposition (EVP), and diversity & inclusion initiatives on talent retention.
- To strengthen data-driven decision-making, HR analytics, and strategic alignment of talent initiatives with business goals.
- To prepare students for roles such as Talent Acquisition Executive, HR Business Partner, Learning & Development Associate, or Talent Strategy Analyst.

Learning Outcomes:

- Remember fundamental concepts and tools related to talent identification, development, and management.
- Understand the strategic role of talent management in achieving competitive advantage and organizational success.
- Analyse talent lifecycle stages—acquisition, engagement, performance, and retention—through real-world case studies.
- Apply frameworks and techniques to design talent pipelines, leadership development tracks, and onboarding programs.
- Evaluate the effectiveness of talent strategies using key performance indicators, employee feedback, and benchmarking tools.
- Create sustainable, inclusive, and future-ready talent strategies that foster innovation and continuous growth in organizations.

Units	Content	No. of lectures
I	Introduction to Talent Management 1.1 Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management Benefits and Limitations of Talent Management 1.2 Principles of Talent Management, Source of Talent Management 1.3 Talent Gap – Meaning, Strategies to Fill Gaps Iceberg model, The Talent Value Chain 1.4 Role of HR in Talent Management, Role of Talent Management in building Sustainable Competitive Advantage to an Organization 1.5 Consequences of Failure in Managing Talent, Tools for Managing Talent	15
II	Talent Management System 2.1 Talent Management System Meaning, Key Elements of Talent Management System , Critical Success Factors to Create Talent Management System , Building Blocks for Talent Management 2.2 Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process 2.3 Approaches to Talent Management, Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Talent Management and Succession Planning	15
III	Talent Planning, Acquisition, Engagement and Retention 3.1 Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership 3.2 Talent Acquisition: Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions 3.3 Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent	15

	Engagement, Improving Employee Retention	
IV	Recent trends in Talent Management 4.1 Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy 4.2 Contemporary Talent Management Issues, Talent Management Challenges, Current Trends in Talent Management, Best Practices of Talent Management 4.3 Ethical and Legal Obligations Associated with Talent Management, Talent Management in India 4.4 Examples and Cases Studies of the Organization with best talent management practices	15

Self-Learning: -

3.2 Talent Acquisition
3.3 Talent Engagement
4.2 Contemporary Talent Management Issues, Talent Management Challenges

Online Resources

https://nptel.ac.in/courses/110/107/110107152/
https://www.youtube.com/watch?v=wnknktQr_S8 (IIM Ahmedabad Conference)

Reference Books

- Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA.
- The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People(Hardback)
- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Global Perspective in Human Resource Management

Learning Objectives

- To understand the key concepts, challenges, and frameworks involved in managing human resources across international boundaries.
- To develop knowledge of global HR strategies, cross-cultural management, and international labor standards.
- To analyse global workforce trends, expatriate management, and HR policies in multinational corporations (MNCs).

- To design global HR strategies that include talent mobility, international recruitment, training, and compensation planning.
- To evaluate global HRM practices concerning diversity management, ethical issues, labor laws, and global leadership development.
- To strengthen strategic thinking, adaptability, and communication skills necessary for managing HR in dynamic and multicultural environments.
- To prepare students for roles such as Global HR Executive, International Talent Acquisition Associate, Cross-Cultural Consultant, or HR Coordinator in MNCs.

Learning Outcomes:

- Remember global HRM terminologies, models, and international frameworks such as Hofstede's cultural dimensions and ILO guidelines.
- Understand the scope and complexities of managing human resources in international business environments.
- Analyse international HRM challenges such as expatriate failure, cultural integration, and managing remote/global teams.
- Apply global HRM practices and strategies in the context of case studies from multinational corporations and international NGOs.
- Evaluate comparative HR practices and adapt HR strategies to suit different cultural, legal, and economic contexts.
- Create inclusive, globally competitive HR policies and cross-border HR development programs that align with strategic business objectives.

Units	Content	No. of lectures
I	International HRM – An Overview 1.1 International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM 1.2 Significance of IHRM in International Business, Scope/Functions 1.3 Difference between International HRM and Domestic HRM 1.4 Approaches to IHRM- EPGR- Ethnocentric, Polycentric, Regio centric and Geocentric 1.5 Limitations to IHRM 1.6 Qualities of Global Managers 1.7 Organizational Dynamics and IHRM - Components of IHRM- Cross Cultural Management and Comparative HRM	15

	1.8 Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross-Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers, Hofstede Cross Cultural Model 1.8 Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM, Managing Diversity in Workforce, Dealing with Cultural Shock	
II	Global HRM Functions 2.1 International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce 2.2 International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation 2.3 HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training 2.4 International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management 2.5 Motivation and Reward System- Meaning, Benchmarking Global Practices 2.6 International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR	15
III	Managing Expatriation and Repatriation 3.1 Concepts of PCNs (Parent-Country Nationals), TCNs (Third- Country Nationals) and HCNs (Host-Country Nationals) 3.2 Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, 3.3 Requirements/Characteristics of Effective Expatriate Managers Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates	15

IV	Trends and Challenges in International HRM 4.1 Emerging Trends in IHRM, Off Shoring – Meaning, Importance, Off Shoring and HRM in India 4.2 International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme 4.3 Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World 4.4 HR in MNCs – Industrial Relations in MNCs 4.5 Role of Technology on IHRM, IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization 4.6 Growth in Strategic Alliances and Cross Border Mergers and Acquisitions Impact on IHRM Knowledge Transfer and Knowledge management in MNE	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM, Managing Diversity in Workforce, Dealing with Cultural Shock
2	2	HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training
3	4	Role of Technology on IHRM, IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

References

- Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning
- Managing a Global Workforce: Challenges and Opportunitites in International Human Resource Management, Vance Charles and Yongsin Paik M.E. Sharpe, 2nd Edition, 2010
- P. L. Rao: International Human Resource Management, Text and Cases, Excel Books
- Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.
- Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
- A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
- Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
- Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press
- S C. Gupta: International Human Resource Management- Text and Cases, MacMillan

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name : Legislation in Human Resource Management

Learning Objectives

- To understand the essential labour laws and statutory frameworks that govern human resource practices in India and globally.
- To develop awareness of the legal rights, duties, and responsibilities of employers and employees in organizational settings.
- To analyse the application of labour legislation in real-world workplace scenarios, including compliance and dispute resolution.
- To interpret the significance of industrial relations acts, social security laws, and workplace safety regulations.
- To evaluate HR policies in alignment with legal mandates such as wages, working hours, maternity benefits, employee benefits, and termination policies.
- To strengthen practical skills in drafting employment contracts, handling legal documentation, and managing HR audits.
- To prepare students for roles such as HR Compliance Officer, Legal HR Assistant, Industrial Relations Executive, or Labor Law Consultant.

Learning Outcomes:

- Remember key labour laws and HR-related acts such as the Industrial Disputes Act, Factories Act, and Minimum Wages Act.
- Understand the legal context of HR functions including recruitment, compensation, disciplinary action, and grievance handling.

- Analyse the impact of labour laws on employee relations, organizational behavior, and corporate governance.
- Apply legal principles in the formulation and review of HR policies and practices.
- Evaluate case laws, recent amendments, and compliance strategies related to employment legislation.
- Create legally compliant HR frameworks that support ethical practices, employee welfare, and organizational development.

Units	Content	No. of Lectures
I	Industrial Relations- An overview 1.1. Meaning, Objectives, Characteristics of a good Industrial Relations System, Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR. 1.2. Major Stakeholders of IR, Evolution of IR in India. Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalization, Privatization and Globalization on Industrial Relations. 1.3. New Trend in IR & Future of IR in India. The changing demographics of Indian Industry, manufacturing to service sector, from formal to informal and digitization. Expected changes in the dynamics of IR in this changed Industry model. Ways to cope up with these problems Collaboration a new outlook to IR. 1.4. Protection of Rights of unorganized sector in India. Definition and categories which come under unorganized workers. 1.5. Role of Unorganized sectors in Indian Economy.	15
II	Labor Legislation : 2.1 Meaning importance and Definition of Social Legislation and Labor Legislation. 2.2 Concept, Objective and origin of Labor Legislation in India. Types of Labor Legislation. 2.3 Regulative Labour Legislation. Scope, Objective and Main Features of protective Labor Laws. Trade Union Act 1926. Industrial Dispute Act 1947.	15

	Industrial Employment (Standing Orders) Act 1946 2.3 Protective Labour Legislation Scope, Objective and Main Features of protective Labor Laws. Factories Act 1948. Mines Act 1952. The Shops & Establishment Act (Different States) 2.4 Labor Welfare- a) Concept of Labor Welfare b) Approaches to Labor Welfare c) Statutory and Non-Statutory Welfare	
III	3.1. Workers Participation in Management- a) Suggestion schemes b) Kaizen c) Quality circles. 3.2 Wage Related Labour Legislation Payment of Wages Act 1936 Minimum Wages Act. 1948 Payment of Bonus Act 1965 Equal Remuneration Act 1976 3.3 Labor Welfare Legislation Importance , Scope , Objectives of Welfare Fund Acts Main Features of the Welfare Fund Act.	15
IV	Social Security Labour Legislation 4.1. Workers Compensation Act 1923 4.2. Employees Provident Act 1952 4.3. Maternity Benefits Act 1961. 4.4. Payment of Gratuity Act 1972 4.5. Contract Labor(Regulation & Abolition) Act 1970 4.6. Case studies.	15

Self-Learning topics (Unit wise):

1	1	Importance of Industrial Relations in the Industries and its impact on the employees.
2	2	Scope , Objectives and Main Features of Industrial Dispute Act 1947.
3	2	Objectives of Labor Law Legislation.

4	4	Importance of Contract (Regulation & Abolition) Act 1970 and Rules .
5	4	Explain the main Features of Employees Provident Fund and Miscellaneous Provision Act 1952.

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

Recommended Text:

Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications
Alternative Methods of Dispute Resolution By Martin A. Frey
ADR principles and practice By Henry J. Brown
Getting to Yes: Negotiating Agreement Without Giving In By Roger Fisher and William Ury
Dispute resolution : negotiation, mediation, arbitration, and other processes By
Labour Legislation in India Revised edition by Dr. O P Gupta, Dr. Vijay Gupta.
Labour Legislation by Padam Singh, Sudeshna Singh and Praveen Kumar.
Different Labour Law Acts in the Labour Law Legislation. Labour Legis
Industrial Relations, Trade Unions and Labour Legislation. By P.R.N. Sinha, Indu Bala Sinha Seema Priya darshni Shekhar

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern**A). Formative Assessment****40 marks**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

MINOR (2 CREDITS)**Subject Name: Innovative Financial Product & Services****Course Objectives:**

- To provide comprehensive knowledge of traditional and emerging financial services such as securitization, credit rating, factoring, and forfaiting.

- To explore the structure and practices of consumer finance and its impact on financial markets and individual borrowing behavior.
- To introduce students to modern and innovative financial products and services, including digital finance, ESG funds, ETFs, and financial inclusion tools.

Course Outcomes:

- Explain the structure and functioning of key financial services such as securitization, credit rating, factoring, and forfaiting, including their mechanisms and regulatory frameworks.
- Analyze the role of consumer finance in the Indian context, including its sources, products, pricing, and risk assessment practices.
- Evaluate emerging financial innovations, such as decentralized finance, thematic ETFs, ESG funds, and tech-driven lending solutions, and their impact on financial inclusion and investment behavior.

Unit	Content	No. of Lectures
I	Introduction to Financial Services 1.1 Securitization Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates Securitization Mechanism, Special Purpose Vehicle, Securitized Assets, Benefits of Securitization 1.2 Credit Rating: Meaning, Origin, Features, Advantages & Limitations of Rating Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols, Credit Info Bureaus, Info Utilities 1.3 Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting	15
II	Consumer Finance and Innovative Financial Products 2.1 Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit	15

	Scoring, Case for and against Consumer Finance 2.2 Innovative Financial Products a. Digital & Decentralized Finance -Cryptocurrencies and Stable coins, DeFi. b. Investment & Wealth Tech Innovations - Green Bonds, Blue Bonds & ESG Funds with case studies. c. Exchange Traded Funds (ETF's) – Thematic, Sectoral, Global ETF's. d. Banking & Lending Innovations - Buy Now & Pay Later, Neobanks, P2P Lending Platforms. e. Financial inclusion Tools – Micro-Investment platforms, Digital Gold	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Credit Rating Agencies
2	2	Consumer Finance

Online Links:

1. <https://www.youtube.com/watch?v=NAtoA6wM3z4>

Reference Books

1. Khan M.Y., Financial Services, Mc Graw Hill Education.
2. Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints.
3. Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

Summative Assessment**QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)**

Duration: 1 hours

Marks: 30

Q. 1	Attempt any two out of three	15 Marks
Q. 2	Attempt any two out of three	15 Marks

Subject Name: Media Planning management**Learning Objectives**

- To understand the core concepts, principles, and strategic significance of media planning in integrated marketing communications.
- To develop analytical and decision-making skills necessary for selecting the right media mix based on campaign objectives and target audiences.
- To analyse consumer media habits, reach and frequency metrics, cost-efficiency, and media buying trends across platforms.
- To design comprehensive media plans incorporating traditional (TV, print, radio, outdoor) and digital media (social, search, mobile, OTT, etc.).
- To evaluate media performance using tools such as GRPs, TRPs, CPM, CPC, and ROI analytics.
- To strengthen negotiation, budgeting, and scheduling skills for real-world media planning and execution.
- To prepare students for roles such as Media Planner, Media Buying Executive, Campaign Manager, Digital Media Strategist, or Account Planner in advertising and media agencies.

Learning Outcomes:

- Remember key terminologies, media types, and planning tools essential for crafting effective media strategies.
- Understand the dynamics of media consumption and how to align media choices with brand and communication goals.
- Analyse campaign case studies and audience insights to design appropriate media mix and schedules.
- Apply quantitative tools and industry-standard metrics to plan, implement, and evaluate multi-platform media campaigns.
- Evaluate the cost-efficiency, impact, and effectiveness of media channels in delivering brand messages.
- Create integrated media plans that optimize budget, audience reach, and brand visibility across traditional and digital platforms.

Units	Content	No. of Lectures
I	Introduction to Media Planning and Media Buying Strategy 1.1 Overview of Media Planning • Introduction to Media Planning: • Meaning and Features of Media • Importance and Scope of Media Planning 1.2 Media Planning Process: • Role of Media in Business & Consumer Buying Decisions • Challenges in Media Planning • Role of a Media Planner 1.3 Media Choices: • Print Meaning- Factors Affecting Selection of Print Media Decisions, Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations 1.4 Media Mix: • Meaning and Need	15

	• Factors Affecting Media Mix Decisions	
II	Media Research, Strategy and Trends in Media Planning 2.1 Introduction to Media Research • Key Research Sources: ABC, IRS, TRP, etc. • Media Metrics: Reach, Frequency, GRPs, CPRP, CPT • Evaluating Effectiveness of Media Buys • Introduction to Share of Voice, Selectivity Index, etc. 2.2 Media Strategy Formulation: • Target Audience, Market Prioritization, Media Scheduling • Introduction to Media Buying and Budgeting • Buying Brief, Negotiation, and Deal Management 2.3 Trends in Media Planning: • Emerging Media: OTT platforms (Netflix, Hotstar, Prime Video, etc.), Podcasts and audio streaming (Spotify, Apple Podcasts), Short-form video (Reels, TikTok, YouTube Shorts), Virtual Reality (VR), Augmented Reality (AR), and Metaverse media • Recent Developments in Media Planning (Digital Focus) • Case Study: A Successful Media Campaign 2.4 Future of Media Planning • AI and machine learning in media optimization • Voice-activated advertising (Alexa, Google Assistant) • Shoppable media and integration of e-commerce into ads • Rise of green advertising and sustainable media choices	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Media Choices
2	2	Recent Developments in Media Planning

Online Resources/MOOCs

https://www.youtube.com/watch?v=M_jK3Vho1xQ (Media Research)
https://www.youtube.com/watch?v=qa7L44ryM3o (Types of Media)

<https://www.youtube.com/watch?v=nax65qvk8rk> (Media Budget)

Reference Books

- Media Planning and Buying: Principles and Practice in the Indian Context (Arpita Menon)
- The Media Handbook (Helen Katz)
- Advertising Media Planning (David L Smith)

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

Summative Assessment

QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)

Duration: 1 hours

Marks: 30

Q. 1. Answer any two out of three (Unit I) (10 marks)

Q. 2. Answer any two out of three (Unit II) (10 marks)

Q. 3 Short notes (any two out of four) (Unit I & II) (10 marks)

Subject Name: Change & Stress management

Learning Objectives

- To understand the fundamental concepts, theories, and models related to organizational change and stress management.

- To develop awareness about the psychological, emotional, and behavioral aspects of change and stress at the workplace.
- To analyse the drivers of organizational change and the resistance that arises during transitions.
- To design strategies to manage planned and unplanned change using leadership, communication, and stakeholder engagement tools.
- To evaluate the sources and impact of stress on individuals and teams, and explore healthy coping mechanisms.
- To strengthen self-awareness, emotional intelligence, and resilience for managing stress and change effectively.
- To prepare students for roles such as Change Management Executive, Wellness Program Coordinator, HR Wellness Associate, or Organizational Development Assistant.

Learning Outcomes:

- Remember the key concepts and models of change management (e.g., Lewin's Change Model, Kotter's 8-Step Process) and stress theories (e.g., General Adaptation Syndrome).
- Understand the individual and organizational dynamics involved in coping with change and stress.
- Analyse case studies and real-life organizational transitions to identify success and failure factors.
- Apply change management techniques and stress reduction tools to organizational and personal scenarios.
- Evaluate the effectiveness of interventions like counseling, time management, employee assistance programs (EAPs), and wellness initiatives.
- Create a change-resilient and mentally healthy work environment through evidence-based strategies and proactive HR practices.

Units	Content	No. of Lectures
I	Change Management 1.1 Imperatives of changes, Causes-social, economic, technological and organizational & levels of change. 1.2 Kurt Lewin's change model, Change & its implementation. – individual change: concept, need, importance & risk of not having individual perspective. 1.3 Overcoming resistance to change & sources of individual resistance, sources of organizational resistance, Overcoming Resistance to change, Manifestations of resistance, Six box model, Minimizing RTC.	15

	1.4 OD Interventions to overcome change meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification	
II	Managing stress at individual and organizational level 2.1 Stress – concept, features, types of stress, Relation between Stressors and Stress, Source of Stress - Environmental, Organizational and Individual 2.2 Consequences of Stress – Physiological, Psychological and Behavioral Symptoms 2.3 Stress at work place – Meaning, Reasons, Impact of Stress on Performance, Burnout –Concept, Stress v/s Burnout, Anxiety, Trauma 2.4 Managing Stress at Individual level, Role of Organization in Managing Stress/ Stress Management Techniques Meditation, Role of Pranayama, Mantras, Nutrition, Music, Counselling, Stress and New Technology, Stress Audit Process	15

Self-Learning : -

1.1 Imperatives of Change
1.4 Resistance to Change
2.1 Stress – concept, features, types of stress
2.4 Managing stress

Online Links

https://nptel.ac.in/courses/110/107/110107152/
https://nptel.ac.in/courses/121/105/121105009/
Stress Management and approaches for preventing and reducing stress : A Harvard medical school health report
https://nptel.ac.in/courses/110/105/110105120/

Reference Books

- Jeffery A Kotter, David.D. Chen, Stress Management and Prevention , Second Edition
Routledge Taylor and Francis Group
- Organisational Behaviour: Fred Luthans: Mc Graw Hill

- Organisational Behaviour : Robbins, Stephen: Pearson
- Organisational Development by French and Bell
- An experiential approach to O.D. by Harvey and Brown
- Consultants and Consulting Styles by Dharani Sinha P.
- Kavita Singh- Organization change
- S.K. Bhatia- Organisational Change
- K.Ashwathapa- Management & OB, HRM

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

VOCATIONAL COURSES (2 CREDITS)

Subject Name : Data Analytics

Course Objectives:

- To introduce students to the foundational concepts, types, and significance of data analytics in a business context.
- To equip students with the skills needed to collect, clean, and prepare data for analysis.
- To develop competency in applying descriptive statistical methods and data visualization techniques for interpreting business data.
- To provide hands-on experience in using Excel as a basic tool for data analysis and reporting.
- To familiarize students with the principles of predictive analytics and their practical applications in business decision-making.
- To raise awareness about ethical issues, privacy concerns, and limitations associated with data analytics.

Learning Outcomes:

By the end of this course, students will be able to:

- Understand the fundamental concepts, importance, and scope of data analytics in business.
- Differentiate between types of data and interpret their relevance in various business functions.
- Collect, clean, classify, and prepare data using structured methodologies.
- Apply descriptive statistics and create meaningful visualizations to analyze and interpret data.
- Use Excel tools (functions, pivot tables, forms, conditional formatting) for basic data analysis and reporting.
- Explain basic predictive analytics concepts and analyze trends using forecasting and regression techniques.
- Evaluate ethical considerations, privacy concerns, and the limitations of data analytics in real-world scenarios.

Units	Content	No. of Lectures
I	Introduction to Data Analytics with Ethics and Privacy • Definition, Importance & Scope • Types of Data: Structured, Unstructured, Semi-structured	15

	• Data vs Information • Applications in Business: Marketing, Finance, HR, and Operations • Basics of Business Intelligence (BI) • Ethical Issues in Data Usage • Data Privacy & Security • Challenges and Limitations in Data Analytics	
II	Data Collection & Preparation • Sources of Data: Primary & Secondary • Methods of Data Collection: Surveys, Observations, Databases • Data Cleaning: Handling Missing Values, Outliers, Duplicates Data Classification: Nominal, Ordinal, Interval, Ratio Data Analysis Tools & Techniques • Descriptive Statistics: Mean, Median, Mode, Standard Deviation • Data Visualization: Charts, Graphs, Tables • Introduction to Excel for Data Analysis a. Formulas & Functions b. Pivot Tables c. Conditional Formatting d. Form creation for data collection using excel Introduction to Predictive Analytics • Basics of Predictive Modelling • Trend Analysis & Forecasting • Correlation and Regression (Conceptual understanding) • Real-life Use Cases in Business Decision Making	30

Practical Component / Project Work (5 Marks)

- Small project using Excel or Google Sheets to analyse a business dataset
- Group or individual presentation on data-driven decision making in a business scenario

Assessment Pattern:

Component	Marks
Practical/Project Work	20
Final Examination (Theory)	30
Total	50

Paper pattern

Q.1A Answer the following question (attempt any 2 out of 3) 7.5 marks each (15 MKS)

- 1) Module 1
- 2) Module 1
- 3) Module 1

Q.2A Answer the following question (attempt any 2 out of 3) 7.5 marks each (15 MKS)

- 1) Module 2
- 2) Module 2
- 3) Module 2

Recommended Books:

1. **"Data Analytics for Beginners: Your Ultimate Guide to Learn and Master Data Analysis"**

Author: Paul Kinley

- A beginner-friendly book that introduces data types, basic analytics techniques, and real-world applications.

2. **"Business Analytics: Data Analysis & Decision Making"**

Authors: S. Christian Albright and Wayne L. Winston

- A widely-used textbook that covers data analysis, decision models, and Excel applications with practical business examples.

3. **"Data Science for Business"**

Authors: Foster Provost and Tom Fawcett

- Ideal for understanding the core principles of data science and analytics in a business context.

4. **"Excel Data Analysis: Your visual blueprint for analyzing data, charts, and PivotTables"**

Author: Jinjer Simon

- A practical guide for using Excel's data analysis tools, including pivot tables, conditional formatting, and functions.

5. **"Data Analytics Made Accessible"**

Author: Anil Maheshwari

- A concise and easy-to-understand introduction to analytics with case studies and coverage of ethics and limitations.

6. **"Python for Data Analysis" by Wes McKinney:**

7. **"Python Data Science Handbook" by Jake VanderPlas**

Recommended Software & Tools

1. Microsoft Excel / Google Sheets (Core Tool)

Why: Most widely used tool in business environments for data analysis.

Key Features to Cover:

- Formulas and Functions (SUM, AVERAGE, IF, VLOOKUP, etc.)
- Pivot Tables
- Charts and Graphs
- Conditional Formatting
- Basic Data Cleaning (Text-to-Columns, Remove Duplicates)

Must-teach: Easy to learn and already familiar to many students.

2. Power BI (Introductory Level)

Why: A powerful data visualization tool by Microsoft, often used in finance, marketing, and management.

Key Features to Cover:

- Data Importing
- Building Dashboards
- Simple Charts & Visualizations
- Slicers and Filters

Suitable for students who are comfortable with Excel and want to take a step further in data visualization.

3. Tableau Public (Optional/Advanced)

Why: Another powerful data visualization software used in business analytics.

Key Features to Cover:

- Connecting to Excel/CSV data
- Creating Dashboards
- Filters and Interactions

Optional or for extra-credit workshops. It's intuitive but slightly more advanced.

4. Google Forms + Google Sheets (for Data Collection)

Why: Useful for understanding survey creation and basic data gathering.

Activities:

- Creating and sharing a Google Form
- Collecting real responses
- Analyzing the data in Google Sheets

A practical and engaging way to teach **primary data collection**.

5. SPSS or JASP (Optional – for institutions that support statistical tools)

Why: Used for statistical analysis in commerce and social science research.

Good for: Regression, correlation, descriptive statistics

Could be introduced in lab sessions or as optional tools.

Software Summary Table

Tool	Purpose	Mandatory/Optional
Excel/Sheets	Data Analysis + Visualization	✓ Mandatory
Power BI	Dashboarding + Visualization	✓ Recommended
Google Forms	Data Collection	✓ Recommended
Tableau Public	Visualization	Optional
SPSS/JASP	Statistical Analysis	Optional

Tools as per topic

◆ Module 1: Introduction to Data Analytics

Focus: Concepts, Types of Data, BI Basics, Business Applications

Tools:

- **Microsoft Power BI** – for introducing Business Intelligence dashboards and basic data reporting.
- **Google Data Studio** (Looker Studio) – free and easy BI tool for small data projects.
- **Tableau Public** – for understanding the visual side of BI.

◆ Module 2: Data Collection & Preparation

Focus: Data Sources, Collection Methods, Cleaning, Classification

Tools:

- **Microsoft Excel** / google sheet – for data entry, cleaning (using filters, find & replace, formulas, Data cleaning & classification).
- **Google Forms** / **Microsoft Forms** – for survey creation and primary data collection.
- **OpenRefine** – powerful tool for cleaning messy data.
- **Python (Pandas Library)** – for more advanced cleaning and preparation tasks (if coding is allowed in the curriculum).
- **SQL (MySQL, PostgreSQL)** (Database management)

◆ **Module 2: Data Analysis Tools & Techniques**

- **Microsoft Excel – for:**
 - **Descriptive statistics (AVERAGE, MEDIAN, MODE, STDEV)**
 - **Pivot Tables**
 - **Conditional formatting**
 - **Charts and graphs**
 - **Form creation**
- **Google Sheets – an alternative to Excel, especially for cloud collaboration.**
- **R (RStudio) – for statistical analysis and visualization (if needed).**
- **Tableau / Power BI (Interactive dashboards & reporting)**

Module 2: Introduction to Predictive Analytics

- **Tools:**
 - **Excel (Regression Analysis, Trend Forecasting)**
 - **Python (Scikit-learn, Statsmodels)** (Predictive modelling, regression)
 - **RapidMiner – GUI-based tool for modelling and trend analysis.**

INDIAN KNOWLEDGE SYSTEM (2 CREDITS)

Subject Name: Indian Ethos in Management

Course Objectives:

- To understand the philosophical foundations and traditional knowledge systems of India as they relate to modern management principles.
- To explore ethical, spiritual, and cultural dimensions of Indian ethos and their relevance in contemporary business practices.
- To analyse ancient Indian scriptures like the Vedas, Upanishads, Bhagavad Gita, and Arthashastra for their managerial insights.
- To develop leadership, decision-making, and conflict resolution skills based on Indian value systems and holistic thinking.
- To evaluate Indian concepts of work-life balance, corporate governance, and sustainability in the context of global management.
- To strengthen character-building, self-discipline, and value-based leadership traits drawn from Indian wisdom.

- To prepare students for roles such as Value-Based Leadership Consultant, CSR Executive, Ethics Officer, or HR & Culture Analyst.

Learning Outcomes

- Remember key Indian scriptures, philosophical schools, and their contributions to ethical and value-driven management.
- Understand Indian perspectives on leadership, motivation, karma yoga (duty-focused action), and dharma (righteousness).
- Analyse the synergy between Indian ethos and contemporary managerial frameworks through case studies and experiential learning.
- Apply Indian philosophical principles to business decision-making, people management, and organizational behavior.
- Evaluate modern workplace challenges through the lens of Indian thought, promoting sustainability, inclusivity, and ethical governance.
- Create value-based business models and leadership frameworks rooted in Indian ethos and integral humanism.

Units	Content	No. of Lectures
I	Indian Ethos, Work Culture & Leadership 1.1 Introduction to Indian Ethos - Meaning, Features, Need, History, Relevance, Role of Indian Ethos in Managerial Practices 1.2 Indian Integrated knowledge - Management lessons from ancient scriptures and effective learning on management from vedas 1.3 Work Ethos and Values - Meaning, Dimensions, and Factors Affecting Work Ethos, Value-Based Management and Its Role in Corporate Ethics, Trans-Cultural Human Values and Their Impact on Stakeholders 1.4 Leadership & Motivation in Indian Ethos - Joint Hindu Family Business Model & Leadership Qualities of 'Karta', Contemporary Leadership Approaches	15
II	Stress Management, Learning Systems & Karma in Management 2.1 Stress Management & Mental Health - Types, Causes, and Consequences of Workplace Stress, Meditation, Brain Stilling, and Yoga Techniques for Stress Reduction	15

	2.2 Indian Systems of Learning - Gurukul System vs. Modern Education System, Self-Management: Lessons from Ancient Indian Education 2.3 Ancient Indian Wisdom in Modern Marketing & HRM- Branding and Reputation in Ancient Trade Practices, The Varna System: Understanding Division of Labor, Motivation and Performance Management – Lessons from Indian Epics, Relationship Management in Ancient Guilds (Shrenis), Trade and Selling Practices in the Indus Valley Civilization, Comparative Study: Ancient Indian vs. Contemporary Approaches	
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Recommended Text:

- R Nandagopal, Ajith Sankar R.N.: Indian Ethics and Values in Management, Tata McGraw Hill
- Bhatta, S.K.: Business Ethics & Managerial Values
- Dave, Nalini V.: Vedanta and Management
- Chakraborty, S.K.: Foundation of Managerial Work - Contributions from Indian Thought, Himalaya Publishing House
- Chakraborty, S.K.: Managerial Effectiveness and Quality of Work Life – Indian Insights, Tata McGraw Hill
- Chakraborty, S.K.: Management by Values, Oxford University Press
- Nandagopal, Ajith Sankar: Indian Ethos and Values in Management, Tata McGraw Hill
- Khandelwal: Indian Ethos and Values for Managers, Himalaya Publishing House

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

Summative Assessment

QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)

Duration: 1 hours

Marks: 30

Q. 1. Answer any two out of three (Unit I) (10 marks)

Q. 2. Answer any two out of three (Unit II) (10 marks)

Q. 3 Short notes (any two out of four) (Unit I & II) (10 marks)

INTERNSHIP (4 CREDITS)

(Details of the same are shared in separate document.)

Part 4 - The Scheme of Teaching and Examination

Semester – VI (Summary)

Sr No	Choice Based Credit		Name of Subject
1	MAJOR*	FINANCE	Logistic & Supply Chain Management
			Commodity Derivative Market
		MARKETING	Logistic & Supply Chain Management
			Service Marketing
		HUMAN RESOURCE MANAGEMENT	Logistic & Supply Chain Management
			workforce Diversity
2	DISCIPLINE SPECIFIC ELECTIVE**	FINANCE (select any 1)	International Finance
			Investment Analysis & portfolio Management
			Indirect Taxes
		MARKETING (select any 1)	Retail Management
			Product Innovative Management
			Rural marketing
		HUMAN RESOURCE MANAGEMENT (select any 1)	HRM in Service Sector Management
			HR Audit & Accountancy
			Conflict & Negotiation Management
3	MINOR*	FINANCE	Financial Management
		MARKETING	Sales Management
		HUMAN RESOURCE MANAGEMENT	Leadership & Managerial Effectiveness
4	VOCATIONAL COURSES		Cyber security
5			Corporate grooming & leadership skills
6	BLACK BOOK		Black book (Research Project)

NOTE:

* Students shall continue with the major and minor subjects previously selected by them in their second year.

** Students shall undertake discipline-specific subjects in accordance with their chosen major.

Third Year Semester VI Internal and External Detailed Scheme

Sr · N o.	Particulars		Subject Title	Periods Per Week						Internals				Ext ern al	Tota l Mar ks
				Uni ts	SL	L	T	P	Cre dit	SLE /AP	CT/ PE	C P	T	SEE	
1	MAJOR*	FINANCE	Logistic & Supply Chain Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Commodity Derivative Market	4	20 %*	4	0	0	4	15	20	5	40	60	100
		MARKETI NG	Logistic & Supply Chain Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Service Marketing	4	20 %*	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOUR CE MANAGE MENT	Logistic & Supply Chain Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			workforce Diversity	4	20 %*	4	0	0	4	15	20	5	40	60	100
2	DISCIPLI NE SPECIFIC ELECTIV E**	FINANCE (SELECT ANY 1)	International Finance	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Investment Analysis & portfolio Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Indirect Taxes	4	20 %*	4	0	0	4	15	20	5	40	60	100
		MARKETI NG (SELECT ANY 1)	Retail Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Product Innovative Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Rural marketing	4	20 %*	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOUR CE MANAGE MENT (SELECT ANY 1)	HRM in Service Sector Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
			HR Audit & Accountancy	4	20 %*	4	0	0	4	15	20	5	40	60	100
			Conflict & Negotiation Management	4	20 %*	4	0	0	4	15	20	5	40	60	100
3	MINOR*	FINANCE	Financial Management	2	-	2	0	0	2	-	20	-	20	30	50
		MARKETI NG	Sales Management	2	-	2	0	0	2	-	20	-	20	30	50
		HUMAN RESOUR CE MANAGE MENT	Leadership & Managerial Effectiveness	2	-	2	0	0	2	-	20	-	20	30	50
4	VOCATIO NAL COURSES		Cyber security	2		1		2	2	-	20	-	20	30	50

5			Corporate grooming & leadership skills	2		1		2	2	-	20	-	20	30	50
6	RESEARCH PROJECT		Research Project						4						100
	TOTAL								22						550

SL: Self Learning, L: Lecture, T: Total, P: Practical, SLE- Self learning evaluation,
CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment
PA- Project Assessment, AP – Assignment project, PE – practical Examination

NOTE:

* Students shall continue with the major and minor subjects previously selected by them in their second year.

** Students shall undertake discipline-specific subjects in accordance with their chosen major.

Third Year Semester – VI Units – Topics – Teaching Hours

	S.N	Subject Unit Title	Lectures	Total No. of lectures	Credit	Total Marks
MAJOR (FINANCE)	1	I Overview of Logistics and Supply Chain Management	15	60	4	100 (40 + 60)
		II Elements of Logistics Mix	15			
		III Inventory Management, Logistics Costing, Performance Management, and Logistical Network Analysis and Integration	15			
		IV Recent Trends in Logistics and Supply Chain Management	15			
	2	I Introduction to Commodity and Derivatives Market	15	60	4	100 (40 + 60)
		II Futures and Hedging	15			
		III Options and Option Pricing Models	15			
		IV Trading, Clearing & Settlement In Derivatives Market and Types of Risk	15			
MAJOR (MARKETING)	1	I Overview of Logistics and Supply Chain Management	15	60	4	100 (40 + 60)
		II Elements of Logistics Mix	15			
		III Inventory Management, Logistics Costing, Performance Management, and Logistical Network Analysis and Integration	15			
		IV Recent Trends in Logistics and Supply Chain Management	15			
	2	I Introduction to Service Marketing	15	60	4	100 (40 + 60)
		II Key Elements of Services Marketing Mix	15			
		III Managing Quality Aspects of Services Marketing	15			
		IV Marketing of Services	15			

MAJOR (HUMAN RESOURCE MANAGEMENT)	1	I	Overview of Logistics and Supply Chain Management	15	60	4	100 (40 + 60)
		II	Elements of Logistics Mix	15			
		III	Inventory Management, Logistics Costing, Performance Management, and Logistical Network Analysis and Integration	15			
		IV	Recent Trends in Logistics and Supply Chain Management	15			
	2	I	Workforce Diversity – An Overview	15	60	4	100 (40 + 60)
		II	Workforce Diversity and HRM Functions	15			
		III	Strategies to Manage Diversity	15			
		IV	Issues in Managing Diversity and Recent Trends	15			
DSE (FINANCE)	1	I	Introduction to International Finance	15	60	4	100 (40 + 60)
		II	International Financial Institutions and International Economics	15			
		III	Foreign Exchange Markets, Exchange Rate Determination &	15			
		IV	Currency Derivatives	15			
	2	I	Portfolio Management–An Introduction & Process	15	60	4	100 (40 + 60)
		II	Portfolio Management – Valuation	15			
		III	Fundamental Analysis	15			
		IV	Technical Analysis & Trust in Investment Profession	15			
	3	I	Introduction	15	60	4	100 (40 + 60)
		II	Concept of Supply	15			
		III	Levy & Collection of Tax	15			
		IV	Registration under GST, Input Tax Credit & Payment of Tax	15			

DSE (MARKETING)	1	I	Retail Management- An overview	15	60	4	100 (40 + 60)
		II	Retail Consumer and Retail Strategy	15			
		III	Merchandise Management and Pricing	15			
		IV	Managing and Sustaining Retail	15			
	2	I	Innovations of Management	15	60	4	100 (40 + 60)
		II	Managerial Aspects of Innovation Functions	15			
		III	Product innovations, Process Innovations and Innovations Diffusion	15			
		IV	New Product Development Strategy	15			
	3	I	Introduction	15	60	4	100 (40 + 60)
		II	Rural Market	15			
		III	Rural Marketing Mix	15			
		IV	Rural Marketing Strategies	15			
DSE (HUMAN RESOURCE MANAGEMENT)	1	I	Service Sector Management	15	60	4	100 (40 + 60)
		II	Managing Human Element in Service Sector	15			
		III	Issues and Challenges of HR in Service Sector	15			
		IV	HRP Evaluation, Attrition, Retention & Globalization	15			
	2	I	Human Resource Accounting: Overview	15	60	4	100 (40 + 60)
		II	Methods and Human Resource Accounting practices in India	15			
		III	Human Resource Audit: Overview	15			
		IV	H.R Audits for statutory compliance and safe business compliance	15			
	3	I	Overview of Conflict	15	60	4	100 (40 + 60)
		II	Conflict Management	15			
		III	Overview of Negotiation	15			

		IV	Managing Negotiations, Ethics in Negotiation and 3D Negotiation	15			
MINOR (FINANCE)		I	Investment Decision	15	30	2	50 (20 + 30)
		II	Financing Decision	15			
MINOR (MARKETING)		I	Introduction to Sales Management	15	30	2	50 (20 + 30)
		II	Sales Techniques and Performance Evaluation	15			
MINOR (HUMAN RESOURCE MANAGEMENT)		I	Leadership	15	30	2	50 (20 + 30)
		II	Concept of Managerial Effectiveness	15			
VOCATIONAL COURSES		I	Introduction to Cyber Security, Cyber Laws and Regulations in India	15	45	2	50 (20 + 30)
		II	Definition, importance, and scope of cyber security	30			
		I	Communication and Interpersonal Skills for Effective Management	15	45	2	50 (20 + 30)
		II	Corporate Grooming and Presentation Skills	30			
BLACK BOOK (RESEARCH PROJECT)							100 (40 + 60)
TOTAL							550

- **Lecture Duration – 1 hr**
- **For theory papers One credit =15 hrs**
- **For Vocational practicals One credit=30 hrs**
- *** Students will have to choose any one alternative option out of the three offered for Major & Minor Subjects.**

SEMESTER - VI

Part 5 - Detailed Scheme

MAJOR (4 Credits)

Subject Name: Logistic & Supply Chain Management

(Finance / Marketing / Human Resource Management)

Learning Objectives

- To understand the fundamental concepts, components, and functions of logistics and supply chain management (SCM).
- To develop analytical skills to manage and optimize the flow of goods, services, and information across the supply chain.
- To analyse the role of logistics and SCM in achieving operational efficiency, cost reduction, and customer satisfaction.
- To design logistics networks, warehousing systems, and transportation strategies in alignment with business objectives.
- To evaluate modern SCM tools and technologies such as ERP, SCM software, RFID, blockchain, and AI-driven logistics.
- To strengthen capabilities in vendor management, global sourcing, and sustainability in supply chains.
- To prepare students for roles such as Logistics Analyst, Supply Chain Coordinator, Inventory Planner, Procurement Executive, or Operations Associate.

Learning Outcomes:

- Remember key terms, principles, and frameworks in logistics and supply chain management.
- Understand the interrelationships between procurement, production, distribution, and customer service within a supply chain.
- Analyse supply chain challenges and logistics bottlenecks using real-world examples and case studies.
- Apply tools and techniques for inventory control, demand forecasting, warehouse design, and transport planning.
- Evaluate strategies for cost control, risk mitigation, quality improvement, and customer satisfaction in SCM.
- Create efficient, responsive, and sustainable supply chain models using data-driven and tech-enabled approaches.

Units	Content	No. of Lectures
I	Overview of Logistics and Supply Chain Management 1.1 Introduction to Logistics Management a. Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics, Reverse Logistics, and Green Logistics b. Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment, Marketing and Logistics interface 1.2 Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration, Supply Chain Effectiveness 1.3 Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers 1.4 Demand Planning and Forecasting Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)	15
II	Elements of Logistics Mix 2.1 Transportation Introduction, Principles, and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation 2.2 Warehousing Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing 2.3 Materials Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipment used for Materials Handling, Factors affecting Materials Handling Equipment	15

	2.4 Packaging Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs	
III	Inventory Management, Logistics Costing, Performance Management, and Logistical Network Analysis and Integration 3.1 Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels) 3.2 Logistics Costing Meaning, Logistics Cost Analysis, Total Cost Approach, Activity Based Costing, Mission-Based Costing 3.3 Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System 3.4 Logistical Network Analysis and Integration Meaning, Objectives, Importance, Scope, RORO/LASH	15
IV	Recent Trends in Logistics and Supply Chain Management 4.1 Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure 4.2 Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains 4.3 Logistics Outsourcing Meaning, Objectives, Benefits/Advantages of Outsourcing, Third-Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition 4.4 Logistics in the Global Environment Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Managing the global pipeline, Global Logistics	15

	Trends, Global Issues and Challenges in Logistics and Supply Chain Management	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Meaning, Basic Concepts of Logistics
2	2	Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management
3	3	Meaning, Objectives, Functions, Importance of inventory management
4	4	Global Issues and Challenges in Logistics and Supply Chain Management

Online Resources

https://youtu.be/rWcx6-WPexA (Introduction to logistics)
https://youtu.be/Z1zi7fMLmV4
https://youtu.be/raqi4gjMLm8 (supply chain)
https://youtu.be/Z1zi7fMLmV4 (Inventory management)
https://youtu.be/Fm24q_fFCsk (Issues and challenges of logistics and supply chain)

References:

- David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics
- Donald Waters, An Introduction to Supply Chain
- Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services
- Vinod Sople, Logistic Management - The Supply Chain Imperative
- Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process
- Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain
- Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education

- Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson
- Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Commodity Derivative Market

Course Objectives:

- Understand the structure, operations, and significance of the commodity derivative markets in India and globally.
- To provide knowledge of the different types of commodity derivatives and their applications in risk management.

- Analyse market behavior, price discovery mechanisms, and the impact of global events on commodity trading.
- Develop proficiency in trading practices, contract specifications, and settlement procedures in commodity exchanges.
- Evaluate the role of regulatory bodies such as SEBI and FMC in ensuring transparency and investor protection.
- Strengthen analytical and forecasting skills related to commodities like metals, energy, agricultural products, and bullion.
- To prepare students for careers in commodity trading, investment advisory, risk management, and financial research.

Learning Outcomes

- Remember key terms, instruments, and institutional structures of the commodity derivative markets.
- Understand the function of commodity exchanges, futures and options, and the role of participants in the market.
- Analyse market trends and price movements using fundamental and technical approaches.
- Apply hedging, arbitrage, and speculation strategies using commodity derivatives.
- Evaluate the regulatory, ethical, and operational risks involved in commodity trading.
- Create trading simulations and portfolio strategies for commodities using real-time data.

Units	Content	No. of Lectures
I	Introduction to Commodity and Derivatives Market 1.1 Introduction to Commodity Market: Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India (Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities. 1.2 Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India.	15

II	Futures and Hedging 2.1 Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model 2.2 Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Importance of an index in hedging Difference between Forwards & Futures.	15
III	Options and Option Pricing Models 3.1 Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies 3.2 Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model (Basic Concept & Use)	15
IV	Trading, Clearing & Settlement In Derivatives Market and Types of Risk 4.1 Trading, Clearing & Settlement In Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement, Mechanism – Types of Settlement 4.2 Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN Margin Regulators SEBI, ministry of consumer affairs, ministry of agriculture, warehousing authority	15

Self-Learning topics (Unit wise)

nit	Topics
1	Introduction to Derivatives

2	Futures and Options
3	Participants of Derivative Market
4	Types of Risks

Online Resources

<https://nptel.ac.in/courses/110/105/110105121/> <https://nptel.ac.in/courses/110/107/110107128/>
<https://www.youtube.com/watch?v=tYkqwlllFX4>
<https://www.youtube.com/watch?v=M86YwBWxygI>

References:

- John Hull's – Fundamentals of Futures and Options Market Derivatives The Wild Beast of Finance
- Merton Miller on Derivatives
- Trading and Pricing Financial Derivatives
- Indian Financial System, Khan M.Y Tata Mcgraw Hill.

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -

- There shall be four questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Service Marketing

Learning Objectives

- To understand the fundamental concepts, nature, and characteristics of services and how they differ from product marketing.
- To develop knowledge of the extended marketing mix (7Ps) specifically for service-based industries.
- To analyse service consumption behavior and identify key factors affecting customer perception and satisfaction.
- To design marketing strategies that enhance service quality, customer experience, and relationship management.
- To evaluate the role of technology, service automation, and digital channels in delivering and promoting services.
- To strengthen skills in segmentation, targeting, positioning (STP), and service innovation for various sectors.
- To prepare students for careers in industries such as hospitality, healthcare, banking, retail, consulting, education, and IT-enabled services.

Learning Outcomes:

- Remember the definitions, frameworks, and key elements of service marketing.
- Understand the service marketing mix (7Ps) and their strategic application in real-world scenarios.
- Analyse customer behavior in services and identify pain points, expectations, and loyalty factors.
- Apply service marketing principles to sectors like banking, tourism, telecom, and health care.
- Evaluate service quality models like SERVQUAL and design customer satisfaction surveys.
- Create service blueprints, relationship marketing plans, and service recovery strategies to enhance competitive advantage.

Units	Content	No of Lectures
I	Introduction to Service Marketing 1.1 Services Marketing Concept, Distinctive Characteristics of Services, Difference between goods & Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services 1.2 Role of Services in Modern Economy, Services Marketing Environment 1.3 Goods vs Services Marketing, Goods Services Continuum 1.4 Consumer Behaviour, Positioning a Service in the Market Place 1.5 Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty 1.6 Type of Contact: High Contact Services and Low Contact Services 1.7 Sensitivity to Customers' Reluctance to Change 1.8 Service Sector beyond 2020 -Indian, Asian & Global perspectives	15
II	Key Elements of Services Marketing Mix 2.1 The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping Flowcharting 2.2 Service Encounters, ; High Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture 2.3 Branding of Services – Problems and Solutions 2.4 Options for Service Delivery	15
III	Managing Quality Aspects of Services Marketing 3.1 Improving Service Quality and Productivity 3.2 Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality 3.3 The SERVQUAL Model, Critical Incident Model. 3.4 Defining Productivity – Improving Productivity 3.5 Demand and Capacity Alignment 3.6 Managing Consumer Behavior& Service Quality: Consumer and Organizational Behavior in Services – Understanding Our Customers & Collaborators in services, stages of service consumption 3.7 Service Recovery, Service Recovery Process, Impact of Service Failures,	15

	Nature of Complaining Behavior-Complaint Resolution 3.8 Current customer retention and customer lifetime value	
IV	Marketing of Services 4.1 Bases for Segmentation of Services; Selecting Target Market & Segmentation, Targeting & Positioning of Services, Techniques of Positioning Services. 4.2 International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing 4.3 Factors Favoring Transnational Strategy -Elements of Transnational Strategy 4.4 Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry 4.5 Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector 4.6 Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Role of Services in Modern Economy, Services Marketing Environment
2	2	Service Encounters; High Contact & L
3	3	Defining Productivity – Improving Productivity
4	4	Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry

Online Resources

https://nptel.ac.in/courses/110107142
https://nptel.ac.in/courses/110107142

REFERENCE BOOKS

- Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition
- Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People,

Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition

- Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011
- Harsh V. Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition
- K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011
- C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008
- Govind Apte, Services Marketing, Oxford Press, 2004

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Workforce Diversity

Learning Objectives

- To understand the concept, scope, and significance of diversity in the workplace.
- To explore demographic, cultural, generational, and ability-based diversity and their impact on organizational performance.
- To analyse challenges and opportunities of managing a diverse workforce in global and local contexts.
- To develop inclusive practices and diversity management strategies to foster an equitable and respectful workplace.
- To evaluate legal, ethical, and social dimensions of workplace diversity.
- To strengthen leadership, empathy, and cross-cultural communication skills to build inclusive organizational culture.
- To prepare students for roles such as Diversity & Inclusion (D&I) Coordinator, HR Executive, Corporate Social Responsibility (CSR) Analyst, or People & Culture Specialist.

Learning Outcomes:

- Remember key terms, dimensions, and benefits of workforce diversity.
- Understand the psychological, cultural, and social perspectives influencing diversity dynamics in the workplace.
- Analyse diversity-related issues such as unconscious bias, discrimination, and conflict in organizational settings.
- Apply diversity frameworks and tools to promote inclusive practices and equitable policies.
- Evaluate organizational diversity strategies and metrics through case studies and global best practices.
- Create inclusive work environments by designing training modules, awareness campaigns, and employee engagement initiatives.

Units	Content	No. of Lectures
I	Workforce Diversity – An Overview 1.1 Workforce Diversity – Meaning, Features and Significance 1.2 Dimensions of Workforce Diversity , Advantages and Limitations of having a diverse workforce 1.3 Positive and Negative effects of workforce diversity in workplace	15

II.	Workforce Diversity and HRM Functions 2.1 Steps to Recruiting and Retaining a Diverse Workforce 2.2 Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance 2.3 Role of Recruiter in Hiring Diversified Workforce 2.4 Work force Diversity – Key to Organizational Performance 2.5 Workforce Diversity as a Determinant of Sustainable Competitive Advantage	15
III	Strategies to Manage Diversity 3.1 Organizational Strategies for Managing Workforce Diversity 3.2 Workplace Inclusion Strategies through Corporate Leadership 3.3 Diversity Training and Mentoring 3.4 Diversity Management Programmes – Concept, Corporate Culture and Diversity at workplace 3.5 Techniques of Managing Work Force Diversity, Approaches to Diversity Management System	15
IV	Issues in Managing Diversity and Recent Trends 4.1 Best Practices in Achieving Workforce Diversity Diversity and Multi-culturalism 4.2 Types of work culture: Monolithic and Plural Multicultural Melting Pot Theory and Salad Bowl Theory of Multiculturalism 4.3 Global workforce diversity management 4.4 Recent Trends of Diversity 4.5 Role of Technology in Handling Workforce Diversity 4.6 Workforce Diversity Management for Creativity and Innovation 4.7 Ethical and Legal Issues in Managing Diversity Case studies on Work force diversity Guest Speakers to talk on the Inclusion and Diversity in their Organization	15

Self – Learning Topics

Sr. No	Unit	Topic
1	1	Positive and Negative effects of workforce diversity in workplace
2	2	Workplace Inclusion Strategies through Corporate Leadership

3	3	Diversity Management Programmes – Concept , Corporate Culture and Diversity at workplace
3	4	Best Practices in Achieving Workforce Diversity • Diversity and Multi-culturalism

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

References

Hofstede insight website

- Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
- Handbook of Research on Workforce Diversity in a Global Society, edited by Scott, Chaunda L. Diversity in the Workforce: Current Issues and Emerging Trends edited by Marilyn Y. Byrd, Chaunda L. Scott
- Managing Diversity: Human Resource Strategies for Transforming the Workplace Ellen Ernst Kossek, Sharon A. Lobel
- Workforce Diversity Management: Challenges, Competencies and Strategies – Bahaudin
- Mujtaba Handbook of Research on Organizational Culture and Diversity in the Modern, edited by Christiansen, Bryan, Chandan, Harish C

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks

2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

DISCIPLINE SPECIFIC ELECTIVE (4 CREDITS)

Subject Name: International Finance

Learning Objectives

- To understand Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives
- To learn about the International Financial Institutions, International Economics and Globalization

Learning outcomes

- To explain the structure, evolution, and challenges of the global financial system and international monetary frameworks.
- To analyze the roles of international financial institutions and economic systems in global finance.
- To apply concepts of foreign exchange markets, exchange rate determination, and derivatives for currency risk management.
- To evaluate international financial markets, investment risks, and regulatory practices affecting global finance.

Units	Content	No. of Lectures
I	Introduction to International Finance: 1.1 Meaning / Importance, Scope of International Finance, Structure, and participants of the global financial system, functioning of the global financial system in the globalization process, The Emerging Challenges in International Finance, Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Current Exchange Rate Arrangements, issues involved in overseas funding choices. 1.2 Balance of Payment: Introduction to Balance of Payments, Component, Reporting, surplus & deficits.	15
II	International Financial Institutions and International Economics 2.1 International Financial Institutions : International Monetary Fund , World Bank. International credit rating agencies. IFSCA-Regulator and Role Of Gift City. 2.2 International Economics: Globalization, socialism and communism, protected economies, International grants.	15
III	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives 3.1 Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) 3.2 International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments) 3.3 Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India.	15

IV	World Financial Markets with Various Risk & Institutions 4.1 Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Control & Regulation of Euro Bond Market International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign. 4.2 Foreign exchange Risks- Types of Risks (Transaction, Translation and Economic Risk) Risks in Foreign Direct Investment (FDI) Decisions, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market. Current Practice of IFC in developing countries and its future implication	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to International Finance
2	2	International Financial Institutions
3	3	Foreign Exchange Markets
4	4	World Financial Markets

Online Resources

[https://www.youtube.com/watch?v=yFl1z_SCrXQ&list=PL-uRhZ_p-](https://www.youtube.com/watch?v=yFl1z_SCrXQ&list=PL-uRhZ_p-BM5OwNpuI6krXG957-6tt2W6)

[BM5OwNpuI6krXG957-6tt2W6 https://www.youtube.com/watch?v=90xWlhPoaGg](https://www.youtube.com/watch?v=90xWlhPoaGg)

https://www.youtube.com/watch?v=6_1nBmnTYgw

<https://www.youtube.com/watch?v=zM0j1MBK6Hk>

References

1. International Finance by Rajiv Srivastav , Oxford University Press
2. International Financial Management by P.G. Apte 2010 Ed .
3. International Financial Management by Vyuptakesh Sharan
4. International Financial Management by S.P. Srinivasan
5. Foreign Exchange , International Finance , Risk Management by A.V. Rajwade
6. Currency Exposures and Derivatives by A.V Rajwade
7. International Finance , by Maurice Levi , 5th edition , Mc Graw Hill
8. International Financial Management by Jeff Madura ; 2008 , Cengage Learning
9. International Financial Management by Eun and Resnick , 4th edition Tata McGraw Hill

10. International Economics by Carbaugh 11th Edition , Cengage Learning .
11. Paul R Krugman and Maurice Obstfeld , " International Economics ' , 8th edition
12. Multinational Financial Management by Alan Shapiro , 9th Ed , Wiley

Evaluation Pattern:

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15 Marks
2	Online examination	20 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Q. No.	Particulars	Marks
1	Full Length Question OR Full Length Question	15
2	Full Length Question OR Full Length Question	15
3	Full Length Question OR Full Length Question	15
4	Full Length Question OR Full Length Question	15
Note	15 marks question may be divided into sub questions of 7.5 and 7.5 or 8 and 7 or 10 and 5 or 5, 5 and 5 marks if required.	

Subject Name: Investment Analysis & portfolio Management

Course Objectives:

- To acquaint the learners with various concepts of finance.
- To provide a conceptual foundation to undertake Investment analysis for securities as well as portfolios.
- To understand various models and techniques of security and portfolio analysis.

Learning Outcomes:

- This course will help in providing a theoretical and practical background in the field of investments.
- Students will learn how to design and manage bond portfolios as well as equity portfolios in the real world.
- As part of this course, students will learn how to value equity and debt instruments and how to measure portfolio performance.

Units	Content	No. of Lectures
I	Portfolio Management–An Introduction & Process	15
	1.1 Investment, Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment V/s Gambling and Types of Investors. 1.2 Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management. 1.3 Investment Environment in India and Factors Conducive for Investment in India. Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off. 1.4 Portfolio Selection – Meaning, Feasible Set of Portfolios, Efficient Set of Portfolios, Selection of Optimal Portfolio, Markowitz Model, Limitations of Markowitz Model, Measuring Security Return and Portfolio Return and Risk 1.5 Under Single Index Model and Multi Index Model.	
II	Portfolio Management –Valuation	15
	2.1 Portfolio Revision–Meaning, Need, Constraints and Strategies. 2.2 Portfolio Evaluation–Meaning, Need, Measuring Returns, (Sharpe,	

	Treynor and Jensen Ratios) 2.3 Portfolio Theory - Construction and analysis, portfolio optimization, portfolio management strategies, portfolio performance measurement. 2.4 Valuation of Investment- Cost of Investment, carrying amount of Investments, Switching of Investments within portfolio, Practical problems.	
III	Fundamental Analysis	15
	3.1 Economy Analysis – Meaning, Framework, Economic Analysis, Forecasting, Barometric or Indicator Approach, Econometric Model Building and Opportunistic Model Building. 3.2 Industry Analysis – Concept of Analysis, Industry Life Cycle, Industry Characteristics 3.3 Company Analysis – Financial Statements, Analysis of Financial Statements, (Practical questions on Debt Equity Ratios, Total Debt Ratio, Proprietary ratios, interest coverage ratio, Profitability ratios related to sales, investment and equity 3.4 Shares Efficiency or Activity Ratios) and Assessment of Risk (Leverages)	
IV	Technical Analysis & Trust in Investment Profession	15
	4.1 Technical Analysis- Meaning and Principles of Technical Analysis, Types of Charts, Trends and Trend Reversals, Chart Patterns, Support and Resistance, Reversal Patterns, Continuation Patterns, Dow Theory, Elliot Wave Theory. 4.2 Fintech in Investment Management-Meaning of Fintech, Big data and artificial Intelligence & Machine learning, Fintech Applications to Investment Management. 4.3 Ethics & Trust in Investment Profession-Meaning of Ethics-Code of Ethics, Challenges to Ethical behavior, Framework for Ethical Decision making.	

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	1) Investment, Meaning, Characteristics, Objectives, Investment V/s Speculation, Investment V/s Gambling and

		Types of Investors. 2) Portfolio Management – Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management. Investment Environment in India and Factors Conducive for Investment in India.
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Online Resources

<https://youtu.be/PsfeumW6-k0n><https://youtu.be/Qmw15cG2Mv4><https://youtu.be/WxoNEtQSxd4>

Reference Books

- Blake, David 1992, Financial Market Analysis , McGraw Hill London
- Francis J.C Investments, Analysis and Management McGraw Hill New York
- Pistolese Clifford Using Technical Analysis Vision Books
- Reilly Frank K and Keith Brown Investment Analysis and Portfolio Management

Evaluation Pattern:

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15 Marks
2	Online examination	20 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Q. No.	Particulars	Marks
1	Full Length Question OR Full Length Question	15
2	Full Length Question OR Full Length Question	15

3	Full Length Question OR Full Length Question	15
4	Full Length Question OR Full Length Question	15
Note	15 marks question may be divided into sub questions of 7.5 and 7.5 or 8 and 7 or 10 and 5 or 5, 5 and 5 marks if required.	

Subject Name: Indirect Taxes

Course Objectives:

- To make the students aware of the provisions under the GST Act.
- To enlighten the students with theoretical and practical aspects of the latest provisions under the act.
- To acquaint learners about the Time, Place & Value of Supply concepts under GST.
- To orient the learners with the process of Registration, calculation of liability, and payments under GST.

Learning Outcomes:

- Learners will be able to understand the basic concepts, definitions and the scope of the act.
- Learners shall possess the knowledge of theoretical as well as practical aspects of various procedures and provisions under the Act.
- The learner shall be able to understand various schemes and exemptions available under the act.
- Learners shall be acquainted with the process of Registration, calculation, and payment under GST

Units	Content	No. of Lectures
I	Introduction 1.1.Introduction to GST 1.2.Need for GST 1.3.Dual GST Model 1.4.Definitions Section 2(17) Business Section 2(13) Consideration Section 2(45) Electronic Commerce Operator	15

	Section 2(52) Goods Section 2(56) India Section 2 (78) Non-taxable Supply Section 2(84) Person Section 2(90) Principal Supply Section 2(93) Recipient Section 2(98) Reverse charge Section 2(102) Services Section 2(105) Supplier Section 2(107) Taxable Person Section 2(108) Taxable Supply 1.5 Goods & Services Tax Network (GSTN)	
II	Concept of Supply 2.1. Taxable Event Supply 2.2 Time of Supply 2.3 Place of Supply 2.4 Value of Supply	15
III	Levy & Collection of Tax 3.1 Scope of Supply 3.2 Non-taxable Supplies 3.3 Composite and Mixed Supplies 3.4 Composition Levy 3.5 Levy and Collection of tax 3.6 Exemption from tax	15
IV	Registration under GST, Input Tax Credit & Payment of Tax 4.1 Persons not liable for registration 4.2 Compulsory registration 4.3 Procedure for registration 4.4 Deemed registration 4.5 Cancellation of registration 4.6 Eligibility for taking Input Tax Credit 4.7 Input Tax Credit in Special Circumstances 4.8 Computation of Tax Liability and payment of tax	15

Self-Learning Topics (Unit wise)

1	Dual GST Model
2	Taxable Event Supply
3	Composite and Mixed Supplies
4	Deemed Registration

Online Resources

1.	https://www.cbic.gov.in/resources/htdocs-cbec/gst/51_GST_Flyer_Chapter24.pdf
2.	https://taxguru.in/goods-and-service-tax/taxable-supply-vis-vis-activities-taxable-supply.html
3.	https://cbic-gst.gov.in/faq.html
4.	https://cbic-gst.gov.in/pdf/faq-manual/faq-composition-levy-revised.pdf
5.	https://www.cbic.gov.in/htdocs-cbec/gst/Composition%20Levy%20Scheme.pdf
6.	https://tax2win.in/guide/gst-exemption

Reference Books

1. **GST Ready Reckoner** – V.S. Datey
2. **Indirect Taxes – Law and Practice** – Dr. V. Balachandran
3. **GST Bare Act, 2017**
4. **GST Law & Practice** – V.S. Datey
5. **Indirect Taxation** – T.N. Manoharan & G.R. Hari
6. **Student's Guide to GST and Customs Law** – Dr. Vinod K. Singhania & Dr. Monica Singhania
7. **Goods and Services Tax – Law & Practice** – Vandana Bangar & Yogendra Bangar
8. **GST Manual** – Taxmann
9. **Principles of GST and Customs Law** – P.N. Reddy & H.R. Appannaiah
10. **GST for Beginners** – Monish Bhalla

Evaluation Pattern:

A) Formative Assessment**40 marks**

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15 Marks
2	Online examination	20 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

Q. No.	Particulars	Marks
1	Full Length Question OR Full Length Question	15
2	Full Length Question OR Full Length Question	15
3	Full Length Question OR Full Length Question	15
4	Full Length Question OR Full Length Question	15
Note	15 marks questions may be divided into sub questions of 7.5 and 7.5 or 8 and 7 or 10 and 5 or 5, 5 and 5 marks if required.	

Subject Name: Retail Management**Learning Objectives:**

- To understand the fundamental concepts, structure, and dynamics of the retail industry.
- To familiarize students with retail formats, merchandising, and store operations in both brick-and-mortar and digital environments.
- To analyse consumer behavior in the retail context and develop strategies to enhance the in-store and online shopping experience.
- To design and manage retail marketing mix strategies including product assortment, pricing, and promotion.

- To evaluate the role of technology, retail analytics, and supply chain integration in modern retailing.
- To strengthen planning, inventory management, and visual merchandising skills relevant to the retail sector.
- To prepare students for roles such as Retail Manager, Store Supervisor, Merchandiser, Inventory Planner, Category Manager, or E-commerce Retail Executive.

Learning Outcomes:

- Remember the concepts, types, and functions of retailing and its place in the overall marketing ecosystem.
- Understand retail formats (department stores, supermarkets, online retail, franchise, specialty stores) and retail lifecycle.
- Analyse store layout, location strategies, and consumer buying behavior to increase retail efficiency and sales.
- Apply merchandising techniques, pricing strategies, and promotional tools to optimize retail operations.
- Evaluate the impact of retail technology such as POS systems, RFID, CRM tools, and omni-channel integration.
- Create strategic plans for retail store setup, supply chain collaboration, and customer experience management.

Units	Content	No. of Lectures
I	Retail Management- An overview 1.1 Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management 1.2 Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Omnichannel retail, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations 1.3 Green Retailing 1.4 Airport Retailing 1.5 Franchising: Meaning, Types, Advantages and Limitations, Franchising in India 1.6 Emerging Trends in Retailing 1.7 Impact of Globalization on Retailing	15

	1.8 I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels 1.9 FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario 1.10 Career options in retailing	
II	Retail Consumer and Retail Strategy 2.1 Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Indian Demography of Retailers and Shoppers; Market Research as a Tool for Understanding Retail Markets and Shoppers 2.2 Retail Strategy: Meaning, Building Retail Brand, Steps in Developing Retail Strategy, Retail Value Chain 2.3 Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location 2.4 HRM in Retail: Meaning, Significance, Functions 2.5 Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store	15
III	Merchandise Management and Pricing 3.1 Merchandise Management: Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise 3.2 Concept of Lifestyle Merchandising 3.3 Private Label: Meaning, Need and Importance, Private Labels in India 3.4 Retail Pricing: Meaning, Considerations in Setting Retail Pricing 3.5 Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing 3.6 Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price 3.7 Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple	15

	–Unit Pricing 3.8 Variable Pricing by Market Segment/ Third Degree Price Discrimination 3.9 Retail Promotion, Building Store Loyalty. 3.10 Role of Packaging in retail	
IV	Managing and Sustaining Retail 4.1 Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations(Systems, Standards, Stock, Space, Staff) 4.2 Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospheric and Aesthetics 4.3 Store Layout- Meaning, Types: Grid, Racetrack, Free Form Signage and Graphics: Meaning, Significance, Concept of Digital Signage 4.4 Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps 4.5 Visual Merchandising and Display: Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising. 4.6 The Concept of Planogram Display- Meaning, Methods of Display, Errors in Creating Display 4.7 Mall Management: Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management 4.8 Legal and Ethical Aspects of Retailing: Licenses/Permissions Required to Start Retail Store in India Ethical Issues in Retailing	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Franchising: Meaning, Types, Advantages and Limitations, Franchising in India
2	I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels
3	Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising

Online Resources

1. https://onlinecourses.nptel.ac.in/noc22_mg51/preview
2. https://onlinecourses.nptel.ac.in/noc20_hs81/preview

3. https://www.yourarticlelibrary.com/mall-management/mall-management-5-key-components-of-mall-management-explained/48462
4. https://factech.co.in/blog/mall-management-system
5. http://property.magicbricks.com/newproperty/img/MallMgt-low.pdf
6. https://www.indiaretailing.com/2020/01/27/shopping-centre/a-simple-key-to-success-good-mall-management

References

1. Retail Management: A strategic approach, 13th Edition, Authors: Barry Berman, Joel R Evans and Patrali Chakraborty, Publisher: Pearson Education Limited
2. Swapna Pradhan, “Retailing Management- Text & Cases”, Tata Mc Graw Hill
3. Fleming.P, “Guide To Retail Management” Jaico Publications.
4. Gopal, W, “Retail Management” ICFAI.
5. S.L.Gupta, “Retail Management”
6. Mitra, S.N., “Retail Management”, Pointer Publication, Jaipur.
7. Berry Berman & J.R. Evans, “Retail Management – A Strategic approach”, Prentice Hall of India, New Delhi.
8. Harvinder Singh, Srini R Srinivasan (2012), Mall Management: Operating in Indian Retail Space, Tata McGraw Hill Education Pvt. Ltd]
9. Levy & Weitz (2011), Retailing Management (5th ed), Tata McGraw Hill, Burman & Evans(2011)
10. Retail Management-A strategic Approach (8th ed), (Pearson Education)
11. Paco Underhill (2007), Simon & Schuster, Call of the Mall

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
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1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Product Innovative Management

Learning Objectives

- To understand the fundamental concepts, stages, and strategies of product innovation and development.
- To explore the relationship between innovation, entrepreneurship, and competitive advantage in dynamic markets.
- To analyse consumer insights, market trends, and technological advancements that drive product innovation.
- To design and manage the product development process from ideation to commercialization.
- To evaluate innovation models, frameworks, and metrics for assessing the success and scalability of new products.
- To strengthen skills in cross-functional collaboration, idea generation, and risk management in innovation projects.
- To prepare students for roles such as Product Development Executive, Innovation Manager, R&D Coordinator, Brand Strategist, or Startup Founder.

Learning Outcomes:

- Remember the principles, frameworks, and key terminology related to product innovation and lifecycle management.

- Understand the importance of creativity, user-centric design, and disruptive innovation in the product ecosystem.
- Analyse market needs, consumer behavior, and emerging technologies to identify innovation opportunities.
- Apply tools like Design Thinking, Stage-Gate Model, and Agile Innovation to develop and refine product concepts.
- Evaluate new product performance using metrics like ROI, adoption rate, and customer feedback.
- Create innovative and sustainable product solutions that meet consumer expectations and market demands.

Units	Content	No. of Lectures
I	Innovations of Management 1.1 Concept and Features of Innovation 1.2 Types of Innovations 1.3 Features of Innovation Management 1.4 Significance of Innovation 1.5 Principles of innovations. 1.6 Left and right brain thinking 1.7 Creative thinking, Traditional V/S Creative thinking, Intuition 1.8 Introduction to creativity and Process of creativity 1.9 Creativity methods	15
II	Managerial Aspects of Innovation Functions 2.1 Concept of Organizational Culture 2.2 Culture and Strategy for Innovation 2.3 Group Brainstorming and Teamwork: Some Rules for the Road to Innovation 2.4 Explaining Psychological Safety in Innovation Teams: Organizational Culture, Team Dynamics, or Personality? 2.5 Begging, Borrowing, and Building on Ideas From the Outside to Create Pulsed Innovation Inside Teams 2.6 Developing Innovation strategies 2.7 Market standing based strategies 2.8 Need for creative organizations	15

	2.9 Characteristics of creative organizations 2.10 Creating creative organizations – McKinsey’s 7S framework 2.11 Fostering innovations climate and culture. 2.12 Creative Associations and Entrepreneurial Opportunities	
III	Product innovations, Process Innovations and Innovations Diffusion 3.1 Types of new products 3.2 New product development process 3.3 Technology Strategy for product innovation 3.4 Packaging innovations 3.5 Positioning innovations 3.6 New product failures 3.7 Concept of Process and Process Innovation 3.8 Features of process 3.9 Types of process innovations 3.10 Process Management 3.11 Process improvement methods - Business process reengineering; Benchmarking, 3.12 Concept of diffusion of innovation and adoption 3.13 Innovations diffusion theories 3.14 Factors influencing diffusion strategy 3.15 Internalization of innovations	15
IV	New Product Development Strategy 4.1 Concept of new product development, specifications 4.2 5 step methods of concept generation 4.3 Methods for selecting a concept 4.4 Concept screening 4.5 Concept scoring, 4.6 Introduction to Product Testing 4.7 Purpose of product testing 4.8 Overriding concerns of product testing 4.9 Major decision in constructing a product test.	15

Self-Learning topics (Unit wise)

Unit	Topics
1	2.2 Strategy for Innovation
2	3. 2 New Product Development Process
3	3. 8 Types of Process Innovation
4	4.1 New Products Development

Online Resources:

Strategy for Innovation- https://youtu.be/wWsl48VLfVY (IISC)
Product Development Process - https://youtu.be/oLmSw236UFA (IIT Delhi)
Types of Process Innovation - https://youtu.be/oLmSw236UFA (IIT Delhi)
New Products Development – https://youtu.be/QxQfAw1049M (Nptel online course)

Reference Books:

- Creativity and Innovation in Organizational Teams by Hoon-Seok Choi, Leigh L. Thompson
- Strategy, Innovation and Change – Challenges for Management by Robert Galavan, John Murray, Costas Markides
- Product Innovations Management by Vikay Vishwakarma and Prateek Kumar (Tech-Max Publications, Pune)
- Jugaad Innovation: A Frugal and Flexible Approach to Innovation for the 21st Century- Jaideep Prabhu, Navi Radjou, and Simone Ahuja

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks

2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Rural marketing

Course Objectives

- To understand key concepts, frameworks, and unique characteristics of rural markets.
- To inculcate analytical, research, and fieldwork skills essential for dissecting rural market complexities and consumer behaviour.
- To analyse rural market issues and challenges, applying theoretical principles to practical, real-world rural scenarios.
- To develop strategies for effective market segmentation, targeting, and positioning by leveraging both traditional methods and modern technological tools.
- To evaluate rural marketing initiatives such as local engagement, distribution strategies, and sustainable business practices in a rural context.
- To develop strategic planning and decision-making skills crucial for managing rural marketing functions effectively.
- To prepare students for roles such as Rural Marketing Trainee, Field Marketing Executive, Rural Business Development Coordinator, or Customer Engagement Associate.

Learning Outcomes

- Remember the key concepts, market dynamics, and components of rural marketing, supporting the objective of fostering innovative and analytical thinkers in the rural business domain.

- Understand various principles and strategies of rural marketing, advancing the objective of creating a knowledgeable and skilful workforce tailored to rural market needs.
- Analyse various rural market scenarios, encouraging critical thinking and preparing graduates to excel in diverse and challenging rural environments.
- Apply rural marketing concepts and strategies to real-world situations, promoting the objective of developing professionals who can implement targeted solutions in rural settings.
- Evaluate alternative marketing approaches specific to rural contexts, reinforcing the objective of critically assessing and constructing practical strategies for market penetration and customer engagement.
- Create a sustainable and effective environment for rural market management in organizations, contributing to the objective of developing innovative and adaptive leaders.

Units	Content	No. of Lectures
I	Introduction 1.1 Introduction to Rural Market, Definition & Scope of Rural Marketing. 1.2 Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). 1.3 Emerging Profile of Rural Markets in India, 1.4 Problems of rural market. 1.5 Constraints in Rural Marketing and Strategies to overcome constraints 1.6 Role of NGOs and CSR in Rural Development and Marketing.	15
II	Rural Market 2.1 Rural Consumer Vs Urban Consumers– a comparison. 2.2 Characteristics of Rural Consumers. 2.3 Rural Market Environment: Demographics– Population, Occupation Pattern, Literacy Level; Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, Rural Infrastructure -Rural Housing, Electrification, Roads 2.4 Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors, Lifestyle, Personality. 2.5 Digital Penetration and Internet Usage Trends in Rural India.	15
III	Rural Marketing Mix 3.1 Relevance of Marketing mix for Rural market/Consumers.	15

	3.2 Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. 3.3 Nature of Competition in Rural Markets, the problem of Fake Brands 3.4 Pricing Strategies & objectives 3.5 Promotional Strategies. Segmentation, Targeting & Positioning for rural market. 3.6 Role of E-Commerce & M-Commerce in Rural Product Promotion and Sales.	
IV	Rural Marketing Strategies 4.1 Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based) 4.2 Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. 4.3 Rural Media- Mass media, Non-Conventional Media, Personalized media. 4.4 Influence of social media and Regional Content Platforms on Rural Communication.	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.6	Role of NGOs and CSR in Rural Development and Marketing.
2	2.1	Rural Consumer Vs Urban Consumers
3	3.6	Role of E-Commerce & M-Commerce in Rural Product Promotion and Sales.

Online Resources/MOOCs

https://www.youtube.com/results?search_query=Role+of+NGOs+and+CSR+in+Rural+Development
https://archive.nptel.ac.in/courses/109/104/109104047/
https://www.facebook.com/cirdap/videos/webinar-on-e-commerce-in-agriculture-sector-for-rural-development-transformation/297038125758680/
https://www.youtube.com/watch?v=Dot5fu1HUf8

Reference Books

- Badi & Badi: Rural Marketing
- Mamoria, C.B. & Badri Vishal: Agriculture problems in India
- Arora, R.C.: Integrated Rural Development

- Rajgopal: Managing Rural Business
- Gopalaswamy, T.P.: Rural Marketing

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: HRM in Service Sector Management

Learning Objectives

- To understand the unique HR challenges and opportunities in service-oriented industries.
- To explore the role of human capital in enhancing customer satisfaction and service delivery.
- To analyse workforce dynamics, job roles, and performance expectations in sectors like hospitality, banking, healthcare, retail, and ITES.

- To develop HR strategies tailored for employee engagement, training, and service quality improvement in the service sector.
- To evaluate service sector HR practices through frameworks such as emotional labor, frontline employee management, and soft skill development.
- To strengthen the ability to align HRM functions with customer service excellence and organizational goals.
- To prepare students for HR roles in sectors such as hospitality, healthcare, financial services, retail, BPOs, and e-commerce.

Learning Outcomes

- Remember the characteristics of the service sector and its implications for HRM.
- Understand the importance of employee behavior, soft skills, and motivation in service delivery.
- Analyse HRM strategies for recruitment, retention, and development specific to customer-facing roles.
- Apply HR tools to enhance service quality, customer satisfaction, and employee performance.
- Evaluate performance management systems and reward structures in service-based organizations.
- Create workforce planning, training, and engagement strategies for different service environments.

Units	Content	No. of Lectures
I	Service Sector Management- 1.1 An Overview: • Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location 1.2 Service Sector Management – Meaning, Significance of Service Sector 1.3 Reasons for Growth in Service Sector 1.4 Service Organization - Importance of Layout and Design of Service Organization, Servicescape 1.5 Service Culture in Organization – Meaning, Developing Service Culture in Organization 1.6 Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model 1.7 Role of Service Employee, Role of Customers in Service	15

	Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors 1.8 Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter	
II	Managing Human Element in Service Sector 2.1 Managing Human Element in Service Sector: Human Element in Service Sector – Introduction, Role and Significance 2.2 The Services Triangle Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Inter client Conflict 2.3 Emotional Labour – Meaning, Strategies for Managing Emotional Labour 2.4 The Service – Gap Model, Reasons and Strategies to fill the Gaps via motivating, empowering, educating, training, and compensating the employees 2.5 Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector 2.6 Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing Develop People to Deliver Service Quality	15
III	Issues and Challenges of HR in Service Sector 3.1 Quality Issues in Services: Meaning and Dimensions of Service Quality 3.2 Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers 3.3 HRM in Public Sector Organizations and Non – Profit Sector in India 3.4 Issues and Challenges of HR in Specific Services: Business and Professional Services: Banking and Insurance, Legal, Accountancy Infrastructure: Roads, Railways, Power Public Services: Police, Defense, Disaster Management, Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs, Personnel Services: Education, Health Care, Hotels, Social and Charitable Services 3.5 HRM in Sports Industry—HRM in Educational Institutes— HRM	15

	in Healthcare Industry Unit, Important HRM practices in the Tourism and Hospitality.	
IV	HRP Evaluation, Attrition, Retention & Globalization 4.1 HRP Evaluation, Attrition, Retention & Globalization a) HRP Evaluation, Attrition, Retention & Globalization: 4.2 Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, 4.3 The Service – Profit Chain Model 4.4 Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success 4.5 Retaining the Best People in Service Sector – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers 4.6 Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector.	

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Services classification, Difference between service sector and Manufacturing sector
2	2	Managing Human element in service sector/Retaining the best people in service sector.
3	3	HRM in Sports, Education, hospitality and tourism sector

Online Resources

https://www.youtube.com/watch?v=9697WzjwRA (Service operations Management)
https://www.youtube.com/watch?v=Nrl0CtS1m8Y (supply chain management)
https://www.youtube.com/watch?v=MnsVEKEqVoM (service Marketing)

REFERENCE BOOKS	AUTHOR / PUBLICATION
HRM Practices in Service-Based	Susan E. Jackson and Randall S. Schuler

Organizations	
Service Management and Operations, 2nd e	Haksever, Cengiz et al. Pearson Education – 1999
HRM in service Sector	Rakhi Bhattacharya and Rajiv S Mishra, Himalaya Publication
Service Management, 6th e	Fitzsimmons, James A / Fitzsimmons, Mona J. McGraw Hill – 2007

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: HR Audit & Accountancy

Learning Objectives

- To understand the principles, purpose, and methodologies of Human Resource Accounting (HRA).
- To introduce the concept of valuing human assets as an integral part of organizational accounting and reporting.
- To analyse various models and approaches used in the measurement and valuation of human resources.
- To develop the ability to conduct human resource audits for assessing HR effectiveness and compliance.
- To evaluate the impact of HRA on strategic decision-making, budgeting, and workforce planning.
- To strengthen skills in interpreting HR cost-benefit analysis, return on investment in HR, and employee value addition.
- To prepare students for specialized roles in HR analytics, compliance, HR audit, workforce valuation, or consulting.

Learning Outcomes:

- Remember key concepts, models, and terminology related to human resource accounting and auditing.
- Understand the relevance of HRA in modern organizational contexts, especially in service-driven and knowledge-based industries.
- Analyse the financial implications of human resource investments and their valuation.
- Apply HRA methods such as Historical Cost, Replacement Cost, Present Value of Future Earnings, and Economic Value models.
- Evaluate the HR function through auditing tools, performance metrics, and benchmarking.
- Create comprehensive HR audit reports and recommend improvements to HR policies and practices.

Units	Content	No. of lectures
I	Human Resource Accounting: Overview 1.1. Human Resource Accounting – Meaning, Need, Objectives and Importance of HR Accounting 1.2. Historical Development of Human Resource Accounting, 1.3. Cost of Human Resource- Recruitment and Selection Cost, Training and Development Cost, Orientation cost and Separation cost.	15

	1.4. Benefits and Drawback of Human Resource Accounting. 1.5. Developing and integration of Human Resource Accounting with other accounting. 1.6. Reporting of Human Resource Accounting at National Levels.	
II	Methods and Human Resource Accounting practices in India. 2.1. Cost Based Human Resource Accounting - Concepts Meaning, Importance Advantages, Limitations and Impacts in the organization. i. Historical Cost Model. ii. Replacement Cost Model. iii. Opportunity Cost. iv. Standard Cost Model. 2.2. Value Based Human Resource Accounting – Concepts, Meaning, Importance, Limitations, and Impacts in the Organization. 2.3. Economic Value Cost Model 2.4. Present Value of Future Earning Model. 2.5. Reward Valuation Model. 2.6. Statutory Provisions governing HR accounts: Importance and advantages of Statutory Compliance. Statutory Benefits applicable for employees and employer. 2.7. Human Resource Accounting Practices in India Role of HRA in an Organization. 2.8 Human Resource Accounting practices in Indian Companies	15
III	Human Resource Audit: Overview. 3.1. Human Resource Audit - Meaning, Features and Objectives of HR Audit. 3.2. Benefits, Drawbacks and Principles of Effective HR Auditing. 3.3. Process and issues in HR Audit. Roles of HR Audit in Business Environment. 3.4. Roles and Responsibilities of HR Auditor. 3.5. Methods of conducting HR Audit: Interview Method, Workshop Method, Observation Method, Questionnaire Method. 3.6. Components of HR Audit: Purpose of HR Audit Report. 3.7. H.R Audit Report Design. Preparation of HR Audit Report. Use of HR Audit Report for business improvement.	15

IV	H.R Audits for statutory compliance and safe business compliance. 4.1 Areas covered by HR Audit – Hiring process, New hire orientation process, workplace policies and practices, Planning. Staffing and Development, Administration. 4.2 HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development Audit and improving organizational overall performance and Efficiency. 4.3 Human Resource Audit and Business Linkages: Benchmarking. HR Accounting. HRD Effectiveness, Culture and Competencies. 4.4 Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting.	15
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Self-Learning topics (Unit wise):

Sr. No	Topic
1	Recent advancement in Human Resource Audit and Accounting.
2	Human Resource Audit Practices in Indian Companies.
3	Need and Importance of Reporting of Human Resource Accounting at National Levels.
4	Linkage of Human Resource Auditing with the growth of Business
5	Methods of Human Resources Accounting and its advantages in the organization.

Online Resources

https://www.youtube.com/watch?v=iJ7LWZVrFkU
https://www.youtube.com/watch?v=DXqwfyZrOJY
https://www.youtube.com/watch?v=Qg2JXqIaYzI

Recommended Text:

- HR Audit : Evaluating the human resource functions for business improvement by T.V. Rao, Response Books
- Eric G. Flamholtz, Human Resource Accounting, Springer

- Jac Fitzenz, How To Measure Human Resource Management, McGraw Hill
- Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing
- M. Saeed, D.K. Kulshreshtha , Human Resource Accounting, Anmol Publications.
- D. Prabakara Rao, Human Resource Accounting, Inter India Publications
- Human Resource Management by Gary Dessler, Pearson Publications.
- Rao, T.V. 2008. HRD Scorecard 2500, 1/e; New Delhi: Response Books
- Udai Pareek and Rao T V (2003). Designing and Managing Human Resource

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

Subject Name: Conflict & Negotiation Management

Learning Objectives

- To understand the nature, types, and causes of conflict in organizational and interpersonal settings.
- To develop an understanding of negotiation theory, styles, and techniques used in various professional contexts.
- To analyse conflict dynamics and the role of communication, culture, and power in conflict situations.
- To develop practical negotiation strategies to resolve conflicts and reach win-win outcomes.
- To evaluate conflict resolution mechanisms such as mediation, arbitration, and conciliation.
- To strengthen emotional intelligence, assertiveness, and active listening skills to handle challenging scenarios.
- To prepare students for roles requiring interpersonal influence, team leadership, grievance handling, and customer/client negotiations.

Learning Outcomes:

- Remember key concepts, types, and sources of conflict, and various negotiation styles.
- Understand psychological and organizational behavior aspects that influence conflict and negotiation.
- Analyse real-life workplace conflict situations and assess the consequences of various resolution strategies.
- Apply appropriate negotiation techniques to achieve effective solutions in competitive and collaborative settings.
- Evaluate the impact of power, ethics, and communication in negotiation and conflict resolution processes.
- Create strategic plans for conflict management and effective negotiation in individual and team-based environments.

Units	Content	No. of lectures
I	Overview of Conflict 1.1 Meaning of Conflict, Nature, Transitions in Conflict Thought – Traditional View, Human Relations View, Interactionist View. Functional and Dysfunctional Conflict, Levels of Conflicts, Process of Conflicts. 1.2 Meaning of Industrial/ Organizational Conflict, Causes, Benefits and Limitations of Conflicts to the Organization.	15

	1.3 Conflict Outcomes - win-lose, lose-lose, compromise, win-win. 1.4 Five belief domains of Conflicts – Superiority, Injustice, Vulnerability, Distrust, Helplessness	
II	Conflict Management 2.1 Meaning of Conflict management, Need and Importance of Conflict management 2.2 Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, Collaborative. Strategies for resolving conflicts at – Intra-personal, Inter-personal, Intragroup and Inter group levels. 2.3 Prevention of Industrial Conflicts – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining. 2.4 Settlement of Conflicts – Investigation, Mediator, Conciliation, Voluntary arbitration, compulsory arbitration, labour courts, industrial tribunals, national tribunals Case Studies on Conflict Management	15
III	Overview of Negotiation 3.1 Negotiation - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation 3.2 Role of Communication, Personality and Emotions in Negotiation. Distributive and Integrative Negotiation (concepts) 3.3 Cross-Cultural Negotiation – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation. 3.4 Types of Negotiations in Corporates/ Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations 3.5 International Negotiations - Meaning, Factors affecting negotiation	15
IV	Managing Negotiations, Ethics in Negotiation and 3D Negotiation 4.1 Third Party Negotiation i. Mediation - Meaning, Role of Mediator ii. Arbitration – Meaning, Role of Arbitrator iii. Conciliation – Meaning, Role of Conciliator iv. Consultation – Meaning, Role of Consultant 4.2 Skills for Effective Negotiation as an Approach to Manage Conflicts 4.3 Ethics in Negotiation – Meaning, Need, Ethically Ambiguous Negotiation Tactics	15

	4.4 Culture and Negotiation – Meaning, Influence of culture on negotiations 4.5 3D Negotiation – Meaning, The 3 Dimensions for successful negotiations 4.6 Case studies on Third Party Negotiation	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.1	Meaning of Conflict, Causes, Levels of Conflict
2	3.2	Role of Communication, Personality and Emotions in Negotiation.
3	4.2	Skills for Effective Negotiation Negotiation as an Approach to Manage Conflicts
4	4.4	Culture and Negotiation – Meaning, Influence of culture on negotiations

Online Resources

https://youtu.be/wYb_PKTawE4 (IIT KHARAGPUR)
https://youtu.be/KXTi6S-pLa8 (IIT KHARAGPUR)
https://hbr.org/video/4773888299001/negotiating-across-cultures (Harvard Business Review)

Reference Books

- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
- B. D. Singh - Negotiation Made Simple (Excel Books, 1st Ed.)

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks

3	Active participation in routine class instructional deliveries	05 Marks
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B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

MINOR (4 CREDIT)

Subject Name: Financial Management

Course Objectives:

- To explain the key theories and assumptions underlying capital structure decisions and their implications on firm value
- To provide a comprehensive understanding of mutual funds, including structure, classification, and regulatory aspects in India
- To enable students to evaluate bonds using yield measures and pricing models
- To analyze the various models of dividend policy and their effect on shareholder wealth
- To introduce the concepts of lease and hire purchase financing and their role in financial decision-making

Learning Outcomes:

The learner will be able to –

- Evaluate and apply different capital structure theories including Modigliani & Miller, Trade-off, and Signaling theories
- Analyze the structure, types, and regulatory framework of mutual funds and compute NAV, entry and exit loads
- Calculate and interpret bond valuation measures such as Yield to Maturity, Yield to Call, bond pricing, and duration
- Apply dividend decision models like Walter, Gordon, and M-M to assess dividend policy impact.

Units	Content	No. of Lectures
I	Investment Decision 1.1 Non DCF and DCF Methods 1.2 Non DCF Methods: Payback period, ARR, 1.3 DCF methods: Compounding vs Discounting 1.4 Discounted payback, NPV, IRR, BCR/Profitability index, Annuity method 1.5 Risk Adjusted Discount rate 1.6 Practical problems	15
II	Financing Decision 2.1 Capital Structure (Debt and Equity) 2.2 Degree of Operating Leverage 2.3 Degree of Financial Leverage 2.4 Combined leverage 2.5 EBIT – EPS analysis for Capital Structure decision. 3.6 Cost of capital 2.6 Weighted average cost of capital (WACC) (Before and after tax) 2.7 Capital structure theories 2.8 Sources of Finance: Banks, Financial Institutions, Capital Markets, Global institutions, global capital markets	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Sources of raising Corporate Finance

Online Resources

<https://www.fao.org/4/w4343e/w4343e08.htm>

References

- Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
- Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
- Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH • Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.

- M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
- Prasanna Chandra - Financial Management - Tata - McGraw Hill

Evaluation Pattern for 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

A. Formative Assessment

20 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation/ Online examination	15 Marks
2	Active participation in routine class instructional deliveries	05 Marks

B. Summative Assessment

30 Marks

Q1	Full Length Question OR Full Length Question	15
Q2	Full Length Question OR Full Length Question	15
Note	15 marks question may be divided into sub questions of 7.5 and 7.5 or 8 and 7 or 10 and 5 or 5, 5 and 5 marks if required.	

Subject Name: Sales Management

Course Objectives:

- To understand the key concepts, principles, and practices of sales management.
- To develop skills necessary for managing and optimizing sales teams and performance.
- To analyze various sales strategies and techniques for different market segments.
- To evaluate the role of technology and digital tools in modern sales management.
- To develop effective strategies for sales forecasting, target setting, and performance evaluation.
- To prepare students for roles such as Sales Manager, Sales Executive, Regional Sales Coordinator, and Account Manager.

Course Learning Outcome (CO):

- Remember the key concepts and techniques in sales management, supporting the objective of building foundational knowledge in sales.
- Understand various sales strategies and the role of the sales manager in an organization.
- Analyze sales performance, market dynamics, and customer behavior to formulate targeted sales approaches.
- Apply sales management principles to real-world situations, fostering professional competency in managing sales teams and strategies.
- Evaluate different sales tools, techniques, and strategies, developing the ability to critically assess sales performance.
- Create effective sales plans and strategies tailored to specific organizational needs, contributing to business growth.

Units	Content	No. of Lectures
I	Introduction to Sales Management 1.1 Overview of Sales Management: Definition, Importance, and Role in Organizations 1.2 Sales Planning and Strategy Development 1.3 Sales Team Structure and Responsibilities 1.4 The Role of a Sales Manager 1.5 Sales Objectives, Forecasting, and Target Setting 1.6 The Impact of Artificial Intelligence on Sales Management (Latest Trends)	15
II	Sales Techniques and Performance Evaluation 2.1 Sales Process: Stages and Techniques 2.2 Sales Communication and Negotiation Skills 2.3 Digital Sales Tools and Technologies 2.4 Performance Metrics and Sales Evaluation Methods 2.5 Motivating and Managing Sales Teams 2.6 Role of Social Media in Modern Sales Strategies (Latest Trends)	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
I	1.4	The Role of a Sales Manager
II	2.5	Motivating and Managing Sales Teams

Online Resources/MOOCs

https://www.youtube.com/playlist?list=PLxmXpJPDbiP2_zs7hWhL1lG9f7dVqH--L
https://onlinecourses.nptel.ac.in/noc22_mg107/preview
https://www.youtube.com/playlist?list=PL46lQdeTqOcquuAlPW3VdpTfnSF56nr7
https://academy.hubspot.com/courses/sales-enablement

Reference Books

- **Baldwin, R. (2013):** Sales Management: Concepts and Cases
- **Spencer, R. (2014):** Sales Force Management: Leadership, Innovation, Technology
- **Johnson, M. (2012):** Managing Sales Teams
- **Moncrief, W.C. (2014):** Sales Management: Analysis and Decision Making

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

Formative Assessment:

(20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/ Case Studies
4. Presentation
5. Practical

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

Summative Assessment

QUESTION PAPER PATTERN SEMESTER I (SEM-END EXAM)

Duration: 1 hours

Marks: 30

Q. 1. Answer any two out of three (Unit I) (10 marks)

Q. 2. Answer any two out of three (Unit II) (10 marks)

Q. 3 Short notes (any two out of four) (Unit I & II) (10 marks)

Subject Name: Leadership & Managerial Effectiveness

Learning Objectives

- To understand key theories and models of leadership and their relevance in diverse organizational contexts.
- To explore the role of leadership in shaping organizational culture, vision, and performance.
- To analyse the traits, behaviors, and styles that contribute to effective leadership and management.
- To develop core managerial competencies such as decision-making, delegation, motivation, and team building.
- To evaluate leadership effectiveness through performance metrics, emotional intelligence, and feedback mechanisms.
- To strengthen ethical, strategic, and transformative leadership capabilities for dynamic business environments.
- To prepare students for roles such as Team Lead, Management Trainee, Project Coordinator, Business Development Executive, or Supervisor.

Learning Outcomes:

- Remember key leadership theories, managerial skills, and leadership development models.
- Understand the importance of leadership roles in goal setting, team direction, and organizational success.
- Analyse managerial challenges and leadership styles appropriate for different business situations.
- Apply leadership tools to real-world business scenarios to enhance productivity and morale.
- Evaluate leadership effectiveness using tools like 360-degree feedback, KPIs, and self-assessments.
- Create personal development plans for becoming effective leaders and decision-makers.

Units	Content	No. of lectures
I	Leadership 1.1 Introduction to Leadership: Need for leadership – Scope of leadership – Principal characteristics of leadership – 1.2 Leadership skills, Role of a leader, Types of leaders – Leaders Vs Managers 1.3 Leadership in 21 st Century - Engaging Hearts and Minds, Understanding Work Styles and Cultivating Originality, Purpose-Driven Leadership, Digital leadership 1.4 Power and leadership: Importance of power in leadership, Sources of	15

	Leadership Power, Leadership in a Non-linear and Disruptive World	
II	Concept of Managerial Effectiveness 2.1 Definition – The Person, Process, Product Approaches – Bridging the Gap 2.2 The Effective Manager as an Optimizer 2.3 Descriptive Dimensions of Managerial Jobs – Methods – Model Time Dimensions in Managerial Jobs – Effective and Ineffective Job Behaviour – Functional and Level Differences in Managerial Job Behaviour. 2.4 Role of Intelligence in Leadership and Managerial effectiveness, Components of Emotional Intelligence: Self-awareness, Self- regulation, Motivation, Empathy, Social skills, Importance of EQ, IQ and SQ, AQ in leaders and managers	15

Self-Learning: -

Sr. No	Unit	Topic
1	1	Leaders vs Managers
2	1	Power and leadership: Importance of power in leadership, Sources of Leadership Power
3	2	Importance of EQ, IQ and SQ , AQ in leaders and managers

Online Links

https://youtu.be/-ktljqpHG8k
https://archive.nptel.ac.in/courses/110/101/110101146/
https://nptel.ac.in/courses/109105116 (IIT Kharagpur)
https://www.youtube.com/watch?v=xVs4zho8srY (Daniel Goleman)
https://archive.nptel.ac.in/courses/110/106/110106145/

Reference Books

- Daniel Goleman (1996). Emotional Intelligence- Why it can Matter More than IQ. Bantam Doubleday Dell Publishing Group
- Daniel Goleman (2000). Working with Emotional Intelligence. Bantam Doubleday Dell Publishing Group
- Liz Wilson, Stephen Neale & Lisa Spencer-Arnell (2012). Emotional Intelligence Coaching, Kogan Page India Private Limited
- Achua, Lussier Effective Leadership CENGAGE

- Gary Yukl Leadership in Organisation Pearson
- Peter G. Northhouse Introduction to Leadership, Concepts & practices, SAGE
- Afsaneh Nahavandi The Art & Science of Leadership Prentice Hall
- Julian Barling The Science of Leadership; Lessons from Research for organizational leader Oxford University Press 6.
- Micheal G. Rumsey, The Oxford Handbook of Leadership Oxford University
- Bhargava & Bhargava Team Building & Leadership Himalaya
- Dr. D.K.Tripathi Team Building & Leadership Himalaya

Books:

- The Secret of Leadership: Stories to Awaken, Inspire and Unleash the Leader Within
<https://amzn.eu/d/5FoPRKB>
- The Making of a Manager: What to Do When Everyone Looks to You
<https://amzn.eu/d/4Mzr4xX>

Evaluation Pattern

A). Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - There shall be four questions each of 15 marks.
 - All questions shall be compulsory with internal choice within the questions.
 - The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

VOCATIONAL COURSES (2 CREDITS)

Subject Name: Cyber Security

Course Objectives:

By the end of this course, students will be able to:

- Understand the fundamental concepts and importance of cyber security in a digital business environment.
- Identify various types of cyber threats and common attacks targeting the financial and commercial sectors.
- Gain knowledge of relevant cyber laws and regulations, especially the IT Act, 2000, and its implications for businesses.
- Analyze real-world case studies of cybercrimes and financial frauds to understand vulnerabilities and risk factors.
- Learn fraud detection techniques, safe digital transaction practices, and the legal procedures for reporting cybercrimes.
- Develop awareness of data protection, privacy concerns, and cyber hygiene for personal and professional safety.

Learning Outcomes:

By the end of this unit, students will be able to:

- Recognize different types of financial cyber frauds (banking frauds, e-commerce scams, identity theft).
- Apply fraud detection and prevention techniques in business transactions.
- Follow best practices for secure online payments and safe e-commerce transactions.
- Identify phishing attempts and fake customer support scams.
- Report cyber crimes using official portals (Cyber Crime Portal, RBI guidelines).
- Implement basic data protection measures (passwords, 2FA, encryption).
- Understand the role of auditors in managing cyber risks.
- Explain the importance of GDPR and Indian data privacy laws (DPDP Act).
- Adopt secure browsing, Wi-Fi, and remote work policies for business safety.

Units	Content	No. of Lectures
I	Introduction to Cyber Security, Cyber Laws and Regulations in India Definition, importance, and scope of cyber security 1. Definition of Cyber Security 2. Objectives of Cyber Security (Confidentiality, Integrity, Availability) 3. Scope of Cyber Security (Personal, Organizational, National Security) 4. Evolution of cyber threats and response systems Types of cyber threats (Malware, Phishing, Ransomware, Social Engineering) 1. Malware (Viruses, Worms, Trojans, Spyware, Adware) 2. Phishing (Email, SMS, Voice Phishing/Vishing) 3. Ransomware (How it works, recent attacks like WannaCry) 4. Social Engineering (Pretexting, Baiting, Tailgating, quid pro quo, tailgating, CEO Fraud) 5. Other Threats (DDoS Attacks, Insider Threats, Zero-Day Exploits) Cyber Attacks in Finance & Business • Attacks: DDoS, MITM, SQL Injection, Brute-force • Frauds: UPI scams, SIM Swap, Data Breaches, POS Skimming Cyber security in business and finance • Role of cybersecurity in digital banking (Banks, FinTech) • Importance in online payments, UPI, NEFT, RTGS • Cyber Risks for E-Commerce (Fake websites, payment frauds) • Importance of Employee Training & Awareness Case studies of cyber attacks (e.g., financial fraud, data breaches , banking frauds)) • Financial frauds: e.g., PNB-Nirav Modi case (IT loopholes exploited) • Data breaches: e.g., Facebook–Cambridge Analytica, Aadhaar data leak • Banking frauds: e.g., Cosmos Bank hack, phishing-related bank frauds • Analysis of causes, impact, and preventive strategies Introduction to Information Technology (IT) Act, 2000 and some sections • Background and purpose of the IT Act • Cybercrime and legal definitions under the Act • Updates: IT Amendment Act 2008 • Importance for e-commerce and digital contracts	15

	• Section 43 (Penalty for Unauthorized Access & Data Theft) • Section 66 (Hacking & Cyber Fraud Punishments) • Section 66A (Repealed – Misuse of Social Media) • Section 72 (Breach of Privacy & Confidentiality) • Offenses and penalties under the IT Act Digital Signatures and E-Governance 1. What is a digital signature? How does it work? 2. Use of digital signatures in e-filing, digital contracts 3. Certifying authorities (CA) in India 4. E-Governance initiatives in India (e.g., Digital India, e-Seva)	
II	Cyber Crime , Fraud , Secure Online Transactions in Commerce, Data Protection & Privacy Types of Cyber Frauds • Online Banking Frauds ○ UPI/IMPS scams (QR code fraud, fake payment links) ○ SIM swap frauds & OTP theft ○ Fake banking apps & phishing websites • Credit Card Frauds ○ Skimming (ATM/POS terminals) ○ Card-not-present (CNP) fraud (online transactions) ○ Cloned card frauds • Identity Theft ○ Fake KYC frauds (Aadhaar/PAN misuse) ○ Social media impersonation scams ○ Loan frauds using stolen identities E-commerce Scams and Protection Measures • a. Common e-commerce fraud types ○ Fake websites ○ Non-delivery scams ○ Return/refund abuse • b. Consumer protection measures (e.g., "Amazon fulfilled") ○ Verifying vendor reputation ○ Checking site security (HTTPS, SSL) ○ Using secure payment gateways Fraud Detection & Prevention in Ecommerce • Detection: AI-based alerts, red flags	30

- Prevention: Employee training, vendor verification
- **Fake Websites:**
 - How to identify (URL checks, SSL padlock)
 - Fake discounts & urgency tactics
- **Card Fraud Prevention:**
 - Virtual cards for online payments
 - Transaction limits & alerts

Best Practices for Safe Online Transactions

- Verifying payment page authenticity
- Enabling two-factor authentication
- Avoiding public Wi-Fi during transactions
- Regularly updating passwords and software
- Enabling biometric authentication

Recognizing Phishing Emails & Fake Customer Support Calls

- **Phishing Email Red Flags:**
 - Generic greetings ("Dear User")
 - Fake sender addresses (e.g., "support@amaz0n.com")
 - Urgent threats ("Your account will be blocked!")
- **Fake Call Scams:**
 - "Bank representative" asking for OTP/CVV
 - Impersonating IT support for remote access

Reporting Cyber-Crimes

- Using the Cyber Crime Portal (<https://cybercrime.gov.in>)
- Process of filing a complaint
- Cyber police contact info
- RBI's customer liability guidelines

Role of Passwords, and Safe Browsing Practices

- Creating strong passwords
- Using password managers
- Types of 2FA (OTP, biometrics, apps)
- Importance of end-to-end encryption
- Avoiding suspicious or pirated websites
- Using HTTPS and ad blockers
- Updating browsers and plug-ins regularly

Assessment & Evaluation (Total: 50 Marks)

- Theory Exam (30 Marks) – Short & long answers (case-based questions)
- Practical / Case Study/ Project (20 Marks)

Reference Books & Resources:

- "Cybersecurity for Beginners" by Raef Meeuwisse
- RBI & SEBI Cyber Security Guidelines
- "The Art of Deception" by Kevin Mitnick (Social Engineering)

Evaluation Pattern For 50 Marks

Summative Assessment	Formative Assessment	Total Marks
30	20	50

Summative Assessment (30 Marks)

QUESTION PAPER PATTERN SEMESTER II (SEM-END EXAM)

Duration: 1 hours Marks: 30

Q 1 (Any 2 out of 3) 15 marks

- A) Unit 1
- B) Unit 1
- C) Unit 1

Q2 (Any 2 out of 3) 15 marks

- A) Unit 2
- B) Unit 2
- C) Unit 2

Formative Assessment: (20 marks)

- 1. Practical / Case Study/ Project (20 Marks)

Note: Guidelines for Internal Assessment will be as per university norms and provided in advance.

Tools that can be practically used to teach students are as follow

Tool: TryHackMe (Beginner Rooms) / MalwareBazaar (sample exploration only)

- Simulate phishing attacks, ransomware behavior in a sandbox.

✂ Tool: Google Phishing Quiz

- Practice identifying phishing emails.

Tool: Burp Suite (Community Edition)

- Demonstrate SQL Injection or data capture in test environments

✂ Tool: KnowBe4 (Free Tier)

- For phishing simulation and employee training examples.

IT Act 2000 + Amendments

- **✂ Tool:** Bare Acts App / India Code Portal – <https://indiacode.nic.in>

✂ Tool: DigiLocker / Aadhaar eSign Portal

- Demonstrate digital signature use.

Tool: Fake Website Generator (for simulation)

✂ Tool: Google Phishing Quiz (<https://phishingquiz.withgoogle.com>)

Safe Browsing, Passwords, 2FA

- **✂ Tool:** HaveIBeenPwned.com
 - Check if passwords were breached.
- **✂ Tool:** Authenticator Apps (Google, Microsoft Authenticator)
- **✂ Tool:** Browser security extensions (HTTPS Everywhere, uBlock Origin)
- **✂ Tool:** Outlook or Gmail settings – for 2FA, spam filtering demo.
- **✂ Tool:** TeamViewer (controlled demo) – Risk of remote access scams.

Subject Name: Corporate Grooming & Leadership Skills

Course Outcomes:

- To demonstrate proficiency in verbal and non-verbal communication, including public speaking, presentation skills, and the application of digital and professional etiquette in various professional settings.
- To enhance Interpersonal Communication and Relationship Building
- To evaluate and practice leadership skills including team collaboration, motivation, conflict resolution, negotiation, and handling challenging workplace conversations relevant to senior managerial roles.
- To participate effectively in group and panel discussions
- To prepare for job interviews effectively with confidence and competence
- To lead hybrid teams with cultural diversity.

Learning Outcomes:

- Remember key principles of effective communication, interpersonal behaviour, professional etiquette, and leadership strategies in professional environments.

- Understand the importance of verbal, non-verbal, and digital communication, and interpret interpersonal behaviours and leadership dynamics relevant to different managerial levels.
- Apply communication frameworks, feedback techniques, digital etiquette, and networking skills in simulated or real-world workplace scenarios.
- Analyse communication patterns, interpersonal dynamics, and group interactions to identify challenges and suggest improvements for professional settings.
- Evaluate the effectiveness of team collaboration, negotiation techniques, leadership strategies, and interview performance in various organizational contexts.
- Design and deliver compelling presentations, lead discussions, develop professional networking profiles, and prepare for interviews with strategic communication plans and personalized approaches.

Units	Content	No. of hours
I	Communication and Interpersonal Skills for Effective Management 1.1 – Basic Communication Skills Verbal communication – Techniques for clear articulation, Use of tone-pace-vocabulary for connecting with audience, Communicating with multi-generational and multicultural teams Non-verbal communication – Corporate grooming, adapting appearance to different context and audience, Body language and power dynamics, Strategies for making a favourable first impression 1.2 - Interpersonal Skills The power of perspective - building stronger connections through empathy, active listening, open-ended questions Feedback for success - the art of giving and accepting constructive feedback 1.3 - Leadership Skills Key strategies for effective leadership, Persuasion strategies for delegating, Team building and collaboration, Conflict resolution and negotiation skills, Navigating tough talks	15 (Theory)
II	Corporate Grooming and Presentation Skills 2.1 - Presentation Skills and Public Speaking Techniques for engaging presentations, Use of visual aids and multimedia for professional appeal, Handling Q&A sessions, Managing stage presence, anxiety, and impromptu speaking 2.2 - Professional and Digital Etiquette Professional etiquette - workplace, dining, culture, gender	30 (Practical)

	Digital etiquette - social media, e-mail, mobile 2.3 - Personal Branding and Networking: Creating an online professional and networking tactics for in-person interactions (coffee breaks, elevator pitches, industry events) 2.4 - Group Discussion Tips for effective contribution in group discussions 2.5 - Job Interview Mock interviews, Preparatory Tips – before, during and after the interview 2.6 - Case Studies in leadership Crisis management, Leadership in the Digital Age, Building a Leadership Portfolio, Real-world leaders in action	
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Self-Learning topics (Unit wise)

Unit	Topics
2	Create a professional presentation on a recent topic using the techniques for engaging presentations
2	Group Discussion

Online Resources:

Topic	Resources
Presentation skills	https://egyankosh.ac.in/bitstream/123456789/35844/5/Unit-8.pdf https://egyankosh.ac.in/bitstream/123456789/56624/1/B-2U-4.pdf https://onlinecourses.nptel.ac.in/noc22_hs134/preview
Group Discussion	https://egyankosh.ac.in/bitstream/123456789/56623/1/B-2U-3.pdf https://egyankosh.ac.in/handle/123456789/35846

Reference Books

1. C.S. Raydu, Corporate Communication, HPH
2. Rai & Rai, Business Communication, HPH
3. S.P. Sharman, Bhavani.H, Corporate Communication, VBH
4. K. Venkataramana, Corporate Communication, SHBP
5. Rajkumar, Basic Business Communication: Concepts, Applications and Skills, Excel Books
6. Taylor, Shirley, Communication for Business: A Practical Approach, Pearson Education

7. Peter URS Bender, Robert. A. Traez, Secrets of Face to Face Communication, Macmillan India
8. Vilanilam, J.V. More Effective Communication: A manual for Professionals, Response Books
9. Guptha.C.B. Business Communication and Customer Relations, Sulthan Chand
10. N.D. Kapoor, Company Law and Secretarial Practice, Sultan Chand and Sons.
11. M.C. Shukla and Gulshan, Principles of Company Law, S. Chanda and Co.
12. C.L. Bansal, Business and Corporate law, Excel Books.
13. Lesikar (2005): 'Basic Business Communication: Skills For Empowering The Internet Generation', Tata McGraw Hill, New Delhi
14. Lucas, Robert (2012): 'Customer Service: Building Successful Skills for the 21st Century', McGraw Hill Companies, New York
15. Barker, Alan (2010): 'Improve Your Communication Skills', Replika Press Pvt. Ltd., New Delhi

Examination Pattern:

- A. (Summative) External = 30 marks
- B. (Formative) Internal = 20 marks

A. Summative Assessment QUESTION PAPER PATTERN SEMESTER III (SEM-END EXAM)

Duration: 2 hours

Marks: 50

- Q. 1. Answer the following (two out of three) (Unit I) (10 marks)
- Q. 2. Answer the following (two out of three) (Unit II) (10 marks)
- Q. 3. Write short notes on (two out of four) (Unit I and II) (10 marks)

B. Formative Assessment: (20 marks)

Any one of the following methods of assessment may be undertaken:

1. Class Test
2. Online Exam
3. Assignment/Project/Case Studies
4. Presentation
5. Practical

Note: Guidelines for Internal Assessment will be as per university norms.

BLACK BOOK RESEARCH PROJECT GUIDELINES



HSNC University, Mumbai
(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System
(CBCS)

For the Programmes Under

The Faculty of Commerce and Management

For the TYBMS Programme

Project Work Guidelines

Introduction

The students of self-finance courses will have project work in sixth semester. The main objective of inclusion of project work is to inculcate the element of research work challenging the potential of learner as regards to his/ her eagerness to enquire and ability to interpret particular aspect of the study in his/ her own words. It is expected that the guiding teacher should undertake the counselling sessions with their students and make them aware about the methodology of formulation, preparation, and evaluation pattern of the project work.

Project work based on topics as suggested and approved by their teacher guide with proper research methodology in the study area. The research study has to be done by primary data method.

General Guidelines for preparation of project work based on

Project Topics approved by Teacher Guide

- The project topic may be undertaken in any area of Elective Courses.
- Each learner has to undertake a Project individually under the supervision of a teacher-guide.
 - The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
 - University/College shall allot a guiding teacher for guidance to the students based on her /his specialization.
- The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space: 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin: in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The Project Report should be 90 to 100 pages

Format

1st page (Main Page)

Title of the problem of the Project

**A Project Submitted to
HSNC University, Mumbai for partial completion of the
degree of
Third year**

**Bachelor in Management studies
Under the Faculty of Management**

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

This page to be repeated on 2nd page (i.e. inside after main

Table of Contents

Sr No.	Contents	Page Nos
1	Declaration Certificate Acknowledgment Preface List of Tables List of Figures List of Abbreviations	
2	Chapter 1: Introduction	
3	Chapter II- Literature Review	
4	Chapter III – Secondary Data (Conceptual framework)	
5	Chapter IV: Research Methodology	
6	Chapter V: Data Analysis	
7	Chapter VI: Findings /Suggestions and Conclusion	
	Bibliography	
	Appendices : Questionnaire , Interview Schedule	

Declaration by Learner

I the undersigned Miss / Mr. _____ Name of the learner (Roll No & Class)

_____ here by, declare that the work embodied in this project work titled “ _____
_____ Title of the Project _____”,

forms my own contribution to the research work carried out under the guidance of _____ Name of the Guiding Teacher _____ is a result of my own research work and has not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

The learner has complied to the provisions of the UGC(Promotion of Academic Integrity and Prevention of Plagiarism in Higher Educational Institution)Regulation 2018.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

Name and Signature of the learner

Certified by

Name and Signature of the Guiding Teacher

Name and Address of the college

Certificate

This is to certify that Ms/Mr _____ (Roll No & Class) has worked and duly completed her/his Project work for the degree of Master of Commerce under the Faculty of Commerce in the subject of _____ and her/his project is entitled, “ _____ under my supervision. I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any degree or diploma of any University.

It is her/his own work and facts reported by her/his personal findings and investigations

Seal of the College

Signature of Guiding Teacher

Date of Submission:

Acknowledgment

(Model structure of the acknowledgement)

To list who all have helped me is difficult because they are so numerous and the depth is so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the **HSNC University** for giving me a chance to do this project.

I would like to thank my **Principal**, _____ for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Coordinator** _____, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide
_____ whose guidance and care made the project successful.

I would like to thank my **College Library**, for having provided various reference books and magazines related to my project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially **my Parents and Peers** who supported me throughout my project.

PREFACE

It is the summary of your Research work undertaken by the learner on the topics under study. The learner has to introduced the topic ,significant and methodology undertaken to complete the research work.

Name of the Learner

List of Tables

Sr No	Particulars	Page Nos

List of Figures

Sr No	Particulars	Page nos

Structure to be followed for Presentation of Project Work

- ***Chapter No. 1: Introduction and Conceptual framework***

In this chapter students have to provide the summary of the research comprising of selection & relevance of the problem, significance of the study, scope of the study, Limitation of the study, objectives and hypothesis of the study.

- ***Chapter No. 2: Literature Review***

This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.

- ***Chapter NO 3: Secondary Data (Conceptual Framework)***

In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

- ***Chapter No. 3: Research Methodology***

This chapter will include Objectives, Hypothesis, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner

- ***Chapter No. 4: Data Analysis, Interpretation and Presentation***

This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner.

- ***Chapter No. 5: Findings Suggestions and Conclusion***

In this chapter of project work, findings of work will be covered and suggestion will be enlisted to validate the objectives and hypotheses.

(Note: If required more chapters of data analysis can be added.)

Bibliography : In this the learner has to write all the references of books , journals, research paper, research reports, newspaper articles referred for completing the research work. The reference should be in APA format. You are required to refer this link for understand APA style of referencing

<https://www.mendeley.com/guides/apa-citation-guide>

Appendices : An appendices contains supplementary material that is not an essential part of the text itself but which may be helpful in providing a more comprehensive understanding of the research problem or it is information that is too cumbersome to be included in the body of the paper.

List of appendices if any

- Supporting evidence [e.g. raw data]
- Contributory facts or specialized data [raw data appear in the appendix, but with summarized data appearing in the body of the text].
- Sample calculations
- Technical figures, graphs, tables, statistics
- Detailed description of research instruments
- Maps, charts, photographs, drawings
- Letters, emails, and other copies of correspondence
- Questionnaire/survey instruments, with the results appearing in the text
- Complete transcripts of interviews
- Complete field notes from observations
- The project report shall be prepared as per the broad guidelines givenbelow:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The project report should be 90 to 100 pages

Pattern of Evaluation of the Project work

The Project Report shall be evaluated in two stages viz.	
• Evaluation of Project Report (Bound Copy)	60 Marks
▪ Introduction and other areas covered	20 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	30 Marks
▪ Conclusion & Recommendations	10 Marks
• Conduct of Viva-voce	40 Marks
▪ In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks
▪ Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	20 Marks
▪ Overall Impression (including Communication Skill)	10 Marks

Note:

The guiding teacher along with the external evaluator appointed by the University/ College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern

Passing Standard

- Minimum of Grade D in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- **Absence of student for viva voce:** If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, only along with students of the next batch.

Dr Rita Khatri

Chairperson BOS(Commerce and Management)