

AC: 29/06/2024  
Item No: 2.2



**SIES (Nerul) College of Arts, Science and Commerce (Autonomous)**  
**Syllabus for Approval**  
**BACHELOR OF MANAGEMENT STUDIES**

Sr. No.	Heading	Particulars
1	Title of the course	<b>BACHELOR OF MANAGEMENT STUDIES</b>
2	Year	Second Year
3	Semesters	III and IV
4	Level	UG
5	Pattern	<b>03 years &amp; 06 semesters CBGS</b>
6	Status	New
7	To be implemented from	From Academic year 2024-25 in a progressive manner

Dated: 29<sup>th</sup> June, 2024

Signature

**Dr. Koel Roychoudhury**  
AC Chairperson



**Mr. Chaitanya Songirkar**  
Head of the Department

Sri Chandrasekarendra Saraswati Vidyapuram, Plot I-C, Sector V,  
Nerul, Navi Mumbai – 400706 INDIA  
Tel No: 61196409, 61196410, 61196402, 61196413, 61196414, 61196415, 27708371  
Fax No: 022-27713356, Email: ascnsies@sies.edu.in / siesascn@yahoo.in, Website: www.siesascn.edu.in



## **OBJECTIVES OF THE PROGRAMME:**

1. To impart and appreciate thorough knowledge of business and its surroundings.
2. To develop the professional attitude with aptitude, skills, and competence required to execute and evaluate decisions, policies, and strategies.
3. To provide exposure to the operational environment of business
4. To develop future managers with skills to cope with changing market needs
5. To increase the Industry-Academia interface.

## **OUTCOMES OF THE PROGRAMME:**

Upon completion of the BMS program, students will possess the following capabilities:

1. Acquire fundamental knowledge and practical understanding of management education applicable to the current global context.
2. Acquire knowledge and competencies to leverage opportunities in the management profession.
3. Recognize the interconnectedness of different management functions
4. Display professionalism, self-awareness, and effective communication aptitudes.
5. Understand the ethical implications associated with business decision-making.
6. Develop comprehensive analytical and problem-solving skills.



## SCHEME OF MODULES

SR. NO.	COURSE CODE	SEMESTER III	CREDITS
<b>I</b>		<b>Major Department Specific Course (DSC)</b>	
1, 2 & 3	Group Specific	*Any one group of courses from the list of the courses	10 (4+4+2)
<b>II</b>		<b>Minor Department-Specific Course</b>	
4	Group Specific	**Any one course from the list of the courses	2
<b>III</b>		<b>Open Electives(OE)/ Generic Electives</b>	
5	Group Specific	***Any one course from the list of the courses	2
<b>IV</b>		<b>VOCATIONAL SKILL COURSE (VC)</b>	
6	U24MS3VSC01	Entrepreneurship Development	2
<b>V</b>		<b>ABILITY ENHANCEMENT COURSE (AEC)</b>	
7	U24MS3AEC01	<i>Understanding Basic Forms of English Literature-1</i>	2
<b>VI</b>		<b>FIELD PROJECT</b>	
8	U24MS3FP01	Field Project	2
<b>VII</b>		<b>CO-CURRICULAR COURSES (CC)</b>	
9	U24MS4CCBC01	Business Conclave	2
10	U24CC3DLLE02	DLLE	2
11	U24CC3NSS02	National Service Scheme (NSS) Studies Paper-II	2
		<b>TOTAL CREDITS</b>	<b>22</b>

**\* List of Group of Major Department Specific Courses (DSC) for Semester III (Any One)**

Group A: Finance Major (All Courses In The Group Are Compulsory)			
1	U24MS3MJF01	Introduction to Cost Accounting	4
2	U24MS3MJF02	Corporate Restructuring	4
3	U24MS3MJF03	Basics of Financial Services	2
Group B: Marketing Major (All Courses In The Group Are Compulsory)			
1	U24MS3MJM01	Integrated Marketing Communication	4
2	U24MS3MJM02	Consumer Behaviour	4
3	U24MS3MJM03	Rural Marketing	2
Group C: Human Resource Major (All Courses In The Group Are Compulsory)			
1	U24MS3MJH01	Organization Behaviour	4
2	U24MS3MJH02	Recruitment & Selection	4
3	U24MS3MJH03	Introduction to HRM	2
<b>Note: Group Selected in Semester III will continue in Semester IV.</b>			

<b>** List of Group of Minor Department Specific Courses for Semester III</b>			
Group A: Finance Minor (Can Be Selected With Major in Marketing or Human Resource)			
1	U24MS3MIF01	Introduction to Financial Services	2
Group B: Marketing Minor (Can Be Selected With Major in Finance or Human Resource)			
1	U24MS3MIM01	Introduction to Consumer Profiling	2
Group C: Human Resource Minor (Can Be Selected With Major in Finance or Marketing)			
1	U24MS3MIH01	Motivation & Leadership	2
<b>Note: Group Selected in Semester III will continue in Semester IV.</b>			

<b>*** List of Open Electives(OE)/ Generic Electives Courses for Semester III (Any One)</b>			
1	U24BE3E01	Introduction to the Indian Economy	2



2	U24CS3E01	Multimedia & Designing	2
3	U24ES3E01	Plastics & Environment	2

**Group A: Finance Major**

**Introduction to Cost Accounting**

**COURSE CODE: U24MS3MJF01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

**Course Objectives:**

- To illustrate the principles and procedure of cost accounting by applying them to different practical situations
- To examine the basic concepts and the tools used in Cost Accounting
- To classify the cost using cost sheet and reconcile the differences with financial accounting
- To compare the various emerging cost concepts

**Learning Outcomes:**

- The student will be able to illustrate the principles and procedure of cost accounting and to apply them to different practical situations
- The student will be able to examine the basic concepts of cost elements for material, labour and overheads using various tools in Cost Accounting
- The student will be able to classify the cost using cost sheet and reconcile the differences with financial accounting
- The student will be able to compare the various emerging cost concepts and appraise the same to various situations



Sr. No	Syllabus	No. of lectures
01	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>➤ Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting</li> <li>➤ Elements of Costs-Cost classification (concept only)- - Installation of Cost Accounting System,</li> <li>➤ Process (Simple and Inter process)</li> <li>➤ Job Costing (Practical Problems)</li> </ul>	15
02	<p><b>Elements of Cost</b></p> <ul style="list-style-type: none"> <li>➤ <b>Material Costing</b>- Stock valuation (FIFO &amp; weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems)</li> <li>➤ <b>Labour Costing</b> – (Bonus and Incentive Plans) (Practical Problems)</li> <li>➤ <b>Overhead Costing</b>- (Primary and Secondary Distribution)</li> </ul>	15
03	<p><b>Cost Projection</b></p> <ul style="list-style-type: none"> <li>➤ Cost Sheet (Current and Estimated) (Practical Problems)</li> <li>➤ Reconciliation of financial accounts and cost accounting (Practical Problems)</li> </ul>	15
04	<p><b>Emerging Cost Concepts</b></p> <ul style="list-style-type: none"> <li>➤ Uniform Costing and Interfirm Comparison,</li> <li>➤ Emerging Concepts – Target Costing, Benchmarking, JIT,</li> <li>➤ The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard.</li> </ul>	15

## References:

- Shukla, M. C., Gupta, M. P. (2007). Cost Accounting: Text and Problems. India: S Chand & Company Limited.
- Tulsian, P. C. (2008). Cost Accounting. India: S. Chand Limited.
- Arora, M. N. (2013). Cost Accounting (Delhi University). India: VIKAS Publishing.



➤ DRURY, C. M. (2013). MANAGEMENT AND COST ACCOUNTING. United Kingdom: Springer US.



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

**(A) Internal Assessment Internal Assessment (Online / Offline) 40 marks**

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<b>Note:</b> Q.1, 2 and 3 - 15 marks question may be divided into sub questions of 7 and 8 or 10 and 5, if required. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination



## **Corporate Restructuring**

**COURSE CODE: U24MS3MJF02**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

### **Course Objectives:**

The syllabus is aimed to achieve the following objectives:

1. To explain the process of corporate restructuring
2. To impart knowledge relating to legal aspects of corporate restructuring.
3. To provide knowledge about methods of preparing accounts and financial statements in corporate restructuring

### **Course Outcome:**

The learners will be able to:

1. Understand different forms of corporate restructuring
2. Understand legal and practical implications of corporate restructuring.
3. Prepare Accounts and financial statement in the books of parties involved in corporate restructuring.

<b>Unit No.</b>	<b>Topic</b>	<b>No. of Lectures Required</b>
<b>Unit-I</b>	<p>Introduction to Corporate Restructuring</p> <p>Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</p> <p>Forms of Restructuring - Merger, Demerger, Reverse-merger, Disinvestment, Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale</p> <p>Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.</p>	15
<b>Unit-II</b>	<p>Accounting of Internal Reconstruction</p> <p>Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions</p> <p>Methods including alteration of share capital, variation of shareholder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.</p>	15
<b>Unit - III</b>	<p>Accounting of External Reconstruction-I</p> <p>Meaning of purchase consideration, Calculation of Purchase Consideration and Problems based on accounting treatments of pooling of interest method in amalgamation in the nature of merger</p>	15
<b>Unit - IV</b>	<p>Accounting of External Reconstruction-II</p> <p>Difference between pooling of interest method and purchase method and problems based on accounting treatments of purchase method in amalgamation in the nature of purchase</p>	15
	<b>TOTAL (HOURS)</b>	<b>60</b>





## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

### (A) Internal Assessment Internal Assessment (Online / Offline) 40 marks

Description	Marks
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. (Any one of these)	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
Note: 1. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required. 2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.**

**References:**

1. Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi
2. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH
3. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
4. Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi



## Basics of Financial Services

**COURSE CODE: U24MS3MJF03**

**COURSE CREDIT: 02**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

### **Course Objectives:**

The syllabus is aimed to achieve the following objectives:

1. To develop a conceptual frame work of financial system
2. To impart knowledge regarding core concepts of business finance and its importance in managing a business
3. To acquaint the learners with the tools, types, services & instruments of financial system in the realm of Indian Financial Market

### **Course Outcome:**

The learners will be able to:

1. Understand the framework of Indian Financial System
2. Understand the role of various financial service providers



<b>Unit No.</b>	<b>Topic</b>	<b>No. of Lectures Required</b>
<b>Unit-I</b>	<p>Financial System and Commercial Banks:</p> <p>An overview of Financial System, Financial Markets, Structure of Financial Market</p> <p>Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.</p>	15
<b>Unit-II</b>	<p>Concept, Basic Characteristics of Insurance, Principles of Insurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products.</p> <p>Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Types of Mutual Fund Schemes</p>	15
	<b>TOTAL (HOURS)</b>	<b>30</b>

## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

### (A) Internal Assessment Internal Assessment (Online / Offline) 20 marks

Description	Marks
Internal tests Q.1 Multiple choice Questions/True or False - 05 Marks Q.2. Attempt 1 questions out of 2 questions (5 marks each) 05 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	05
Class Participation	05
<b>Total</b>	<b>20</b>



**B) Semester end examination 30 marks**

**PAPER PATTERN**

Duration: 1 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
Note:  1. Q.1, 2 and 3 - 10 marks questions may be divided into sub-questions of 5 marks, if required.  2. Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.	

**Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester-end examination.**

**References:**

1. Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company
2. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi
3. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi
4. Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co

## Group B: Marketing Major

### Integrated Marketing Communication

COURSE CODE: U24MS3MJM01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

#### Course Objectives: (CO)

- To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program.
- To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.

#### Course Outcomes :-

- Understand the concept of IMC
- Identify and analyze the elements of the IMC mix:
- Develop IMC plans
- Measure and evaluate IMC campaigns

Unit No.	Topic	No. of Lectures required
Unit-I	<b>Introduction to Integrated Marketing Communication</b> <ul style="list-style-type: none"><li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li><li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li><li>• Communication process, Traditional and alternative Response Hierarchy Models</li><li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li></ul>	15
Unit-II	<b>Elements of IMC – I</b> <p>Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</p> <ul style="list-style-type: none"><li>• Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion,</li></ul>	15



	<p>objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.</p>	
<b>Unit-III</b>	<p><b>Elements of IMC – II</b></p> <ul style="list-style-type: none"> <li>• Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</li> <li>• Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</li> <li>• Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>	15
<b>Unit-IV</b>	<p><b>Evaluation &amp; Ethics in Marketing Communication</b></p> <ul style="list-style-type: none"> <li>• Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulationtests</li> <li>• Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• Current Trends in IMC – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>	15
	<b>Total Lectures</b>	<b>60</b>

## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

### (A) Internal Assessment Internal Assessment (Online / Offline) 40 marks

Description	Marks
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
Note:1. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required. 2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.**

**References:**

1. Belch, Michael, Belch, George "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010
2. Clow, Kenneth E ;Baack, Donald E "Integrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
3. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006
4. Shah, Kruti ;D'Souza, Allan, "Advertising and IMC", Tata Mcgraw Hill 2014
5. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
6. Dutta, Kirti, "Integrated Marketing Communication" Oxford University Press ,2016
7. Gopalakrishnan, P S , "Integrated Marketing Communication: Concepts and Cases", ICFAI University Press, 2008



# Consumer Behaviour

**COURSE CODE: U24MS3MJM02**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

## Course Objective (CO)

- The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.
- This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer-oriented

## Course Outcomes :

- Understand the consumer decision-making process
- Analyze consumer motivation and needs
- Assess the influence of social and cultural factors
- Apply consumer behavior concepts to marketing strategy

Unit No.	Topic	No. of Lectures required
Unit-I	<ul style="list-style-type: none"><li>• <b>Introduction To Consumer Behaviour:</b></li><li>• Meaning of Consumer Behaviour, Features and Importance</li><li>• Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour</li><li>• Profiling the consumer and understanding their needs</li><li>• Consumer Involvement</li><li>• Application of Consumer Behaviour knowledge in Marketing</li><li>• Consumer Decision Making Process and Determinants of Buyer</li><li>• Behaviour, factors affecting each stage, and Need recognition.</li></ul>	14
Unit-II	<p><b>Individual- Determinants of Consumer Behaviour</b></p> <p>Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</p> <ul style="list-style-type: none"><li>• Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance,</li></ul> <p>Product personality and brand personification.</p>	16



	<ul style="list-style-type: none"> <li>• Self Concept – Concept</li> <li>• Consumer Perception</li> <li>• Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude</li> <li>• Formation &amp; Change.</li> <li>• Attitude - Concept of attitude</li> </ul>	
<b>Unit-III</b>	<p><b>Environmental Determinants of Consumer Behaviour</b></p> <p>Family Influences on Buyer Behaviour,</p> <ul style="list-style-type: none"> <li>• Roles of different members, needs perceived and evaluation rules.</li> <li>• Factors affecting the need of the family, family life cycle stage and size.</li> <li>• Social Class and Influences.</li> <li>• Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.</li> <li>• Cultural Influences on Consumer Behaviour</li> </ul> <p>Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</p>	<b>15</b>
<b>Unit-IV</b>	<p><b>Consumer decision making models and New Trends</b></p> <p>Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</p> <ul style="list-style-type: none"> <li>• Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</li> <li>• E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying</li> </ul>	<b>15</b>
	<b>Total Lectures</b>	<b>60</b>

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

#### (A) Internal Assessment Internal Assessment (Online / Offline) 40 marks

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10	

Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<p>Note:</p> <ol style="list-style-type: none"><li>1. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required.</li><li>2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.</li></ol>	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.**

**References:**

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
2. Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson .
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage

Learning.

4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
5. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
6. Kotler, P. & Keller, K. L. (2012). Marketing Management



# Rural Marketing

COURSE CODE: U24MS3MJM03

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

## Course Objectives (CO)

- The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

## Course Outcomes

- Understand the rural market environment
- Develop a deep understanding of rural consumers
- Create effective rural marketing strategies

Unit No.	Topic	No. of Lectures required
Unit-I	<b>Introduction to Rural Market</b> Definition & Scope of Rural Marketing. Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints Rural Consumer Vs Urban Consumers Rural Market Environment Rural Consumer Behaviour	10
Unit-II	<b>Rural Marketing Mix</b> Relevance of Marketing mix for Rural market/Consumers. Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. Nature of Competition in Rural Markets, the problem of Fake Brands Pricing Strategies & objectives Promotional Strategies. Segmentation, Targeting & Positioning for rural market.	10
Unit-III	<b>Rural Marketing Strategies</b> 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) Communication Strategy. Challenges in Rural	10

	Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media;	
	<b>Total Lectures</b>	<b>30</b>

### SCHEME OF EXAMINATION

**The scheme of examination shall be divided into two parts:**

**Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks**

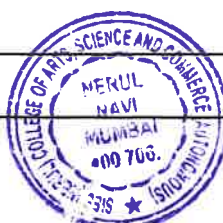
**(A) Internal Assessment Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 10 marks each Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>20</b>

**B) Semester end examination 30 marks**

#### PAPER PATTERN

Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks



<b>Total</b>	<b>30</b>
<b>Note:</b> Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required. Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination.

**References:**

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development
4. Rajgopal : Managing Rural Business
5. Gopaldaswamy, T.P. : Rural Marketing





## Group C: Human Resource Major

### Organization Behavior

COURSE CODE: U24MS3MJH01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

#### Course Objectives

1. Develop a comprehensive understanding of Organizational Behavior and its significance in contemporary workplace environments.
2. Analyze and evaluate the impact of individual behavior on organizational effectiveness and performance.
3. Identify and apply key concepts and theories of group behavior to enhance team dynamics and collaboration within organizations.
4. Critically assess the role of leadership, power dynamics, and organizational culture in shaping organizational behavior and outcomes.

#### Learning Outcomes

On completion of this course, learners will be able to:

1. Understand the concepts and theories in Organization Behavior and its historical background
2. Interpret the key concepts and theories with regard to individual behavior and apply these appropriately to specific situations.
3. Interpret the key concepts and theories with regard to group behavior and apply these appropriately to specific situations.
4. Understand how organizational performance can be improved through the effective management of human resources.

Unit No.	Unit No.	Topic
Unit-I	<b>Introduction to OB</b> <ul style="list-style-type: none"><li>• Meaning-Definition , Features- Nature and Scope of Organization Behavior</li><li>• The Basic Assumptions of Organization Behavior</li><li>• Major Disciplines and their Contributions to Organization Behavior</li></ul> Contemporary issues in Organization Behavior	15
Unit-II	<b>Individual Behavior:</b> <ul style="list-style-type: none"><li>• Factors Affecting Individual Behavior</li><li>• Basic Psychological Process-Personality, Determinants Of Personality Personality Traits</li><li>• Perception, Perceptual Process- Factors Affecting Perception</li></ul> Motivation and Motivation Theories	15



<b>Unit-III</b>	<b>Group Behavior</b> <ul style="list-style-type: none"> <li>• Concept of Group Dynamics</li> <li>• Features of Group , Types of Group Behaviour,</li> <li>• Formal and Informal Group Behaviour-Group Norms Group Cohesiveness.</li> </ul> <b>Teams-Team Building-Team Roles- Team Norms- Team Cohesiveness.</b>	<b>15</b>
<b>Unit - IV</b>	<b>Implications of Behavior</b> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Organization Culture</li> <li>• Power &amp; Politics</li> </ul> <b>Stress and its implications</b>	<b>15</b>

### SCHEME OF EXAMINATION

**The scheme of examination shall be divided into two parts:**

**Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks**

**(A) Internal Assessment Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 5 Marks	
Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>30</b>

**B) Semester end examination 60 marks**

#### PAPER PATTERN

Duration : 2 hours
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Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<p>Note:</p> <p>Q.1 and 2 - 15 marks question may be divided into sub questions of 7 and 8, if required.</p> <p>Q.3 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.</p>	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (24 out of 60) in semester end examination.

#### References:

- Luthans, Fred (2002) Organization Behaviour (9th ed), McGraw Hill, India.
- Mishra M.N. (2001) Organizational Behaviour, Vikas Publishing House Pvt. Ltd., New Delhi.
- Newstrom W. John, Davis Keith (1996) Organization Behaviour, McGraw Hill, India.
- Robbins S.P. (2011) Organizational Behaviour, concepts, controversies and applications, Prentice- Hall, New Delhi.
- Sharma R.A. (1982) Organization Theory and Behaviour, Tata McGraw-Hill, India.
- Andre, R. (2009) Organizational Behaviour, Pearson, India.
- Chadha, N.K. (2010) Perspectives in Organizational Behaviour.
- Rao, V.S.P. (2009) Organizational Behaviour, Excel Books, India.



## Recruitment & Selection

**COURSE CODE: U24MS3MJH02**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

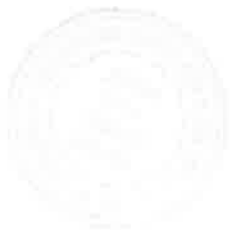
**1 lecture- 60 minutes**

### **Objectives:**

- To familiarize the students with concepts and principles,
- To make the students viable with the procedure of Recruitment and Selection in an organization
- To give an in depth insight into various aspects of Human Resource management
- To make the students acquainted with practical aspect of the subject.
- To determine the students with the latest techniques of hiring.
- To update the students with the necessity and requirement of interpersonal skills.

### **Learning Outcomes:**

- Students will have clear concept and understanding of the recruitment and selection process.
- Create updated knowledge of the new world techniques of selection and recruitment criteria and methods
- Industry ready with updated knowledge and implementation of various soft skill techniques.



Sr. No	Syllabus	No. of lectures
01	<p><b>Module -1- Recruitment</b></p> <ul style="list-style-type: none"> <li>➤ <b>Concepts of Recruitment-</b> -Meaning, Objectives, Scope &amp; Definition, Importance and relevance of Recruitment.</li> <li>➤ <b>Job Analysis--</b>Concept, Specifications, Description, Process And Methods, Uses of Job Analysis</li> <li>➤ <b>Job Design--</b>Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.</li> <li>➤ <b>Source or Type of Recruitment--</b> a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion–Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (InHouse, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters).</li> <li>➤ Technique of Recruitment-Traditional Vs Modern Recruitment</li> <li>➤ Evaluation of Recruitment-Outsourcing Programme</li> </ul>	15
02	<p><b>Module-2 - Selection</b></p> <ul style="list-style-type: none"> <li>➤ Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).</li> <li>➤ Screening-Pre and Post Criteria for Selection, Steps of Selection</li> <li>➤ Interviewing-Types and Guidelines for Interviewer &amp;</li> </ul>	15



	<p>Interviewee, Types of Selection Tests, Effective Interviewing Techniques.</p> <ul style="list-style-type: none"> <li>➤ Selection Hurdles and Ways to Overcome Them</li> </ul>	
03	<p><b>Module-3 Induction</b></p> <ul style="list-style-type: none"> <li>➤ Induction-Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective</li> <li>➤ Orientation &amp; On boarding-Programme and Types, Process.</li> <li>➤ Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics</li> <li>➤ Current trends in Recruitment and Selection Strategies– with respect to Service, Finance, I.T., Law And Media Industry</li> </ul>	15
04	<p><b>Module-4 – Communication and Interpersonal Skills</b></p> <ul style="list-style-type: none"> <li>➤ Preparing Bio-data and C.V.and Linked in Profile</li> <li>➤ Social and Soft Skills – Group Discussion &amp;Personal Interview, Video and Tele Conferencing Skills,Social media skills</li> <li>➤ Presentation and Negotiation Skills, Aesthetic Skills,</li> <li>➤ Etiquettes-Different Types and Quitting Techniques.</li> <li>➤ Exit Interview-Meaning, importance.</li> </ul>	15

## References:

- Recruitment and Selection,Sheth Publishers Ltd,Mitali Shelankar
- Recruitment and Selection, RPH ,Rishabh ,Beyond Education, Dr.Sunny Fernandes Dilip Jain .
- The Robot-Proof Recruiter: A Survival Guide for Recruitment and Sourcing Professionals by Katrina Collier
- Social Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy by Andy Headworth
- High Velocity Hiring: How to Hire Top Talent in an Instant by Scott Wintrip
- Hiring for Attitude: A Revolutionary Approach to Recruiting and Selecting People with Both Tremendous Skills and Superb Attitude by Mack Murphy

- Leadership Recruiting: Strategy, Tactics and Tools for Hiring Organizations by Simon Mullins and David Lord



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

**(A) Internal Assessment Internal Assessment (Online / Offline) 40 marks**

Descripti on	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<b>Note:</b> 1. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required. 2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.



## Introduction to HRM

COURSE CODE: U24MS3MJH03

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

### Course Objectives

- This course will introduce students to the core concepts of HRM
- This course will provide a base for further HR studies and equip students with a foundational understanding of HR
- This course will help students understand the concept of HRP

### Learning Outcomes

- Students will be able to define Human Resource Management (HRM) and its core functions
- Students will be able to identify the key HR processes involved in the employee life cycle
- Students will be able identify the importance of effective HRP

Unit No.	Topic	No. of Lectures required
Unit-I	Foundations of Human Resource Management Introduction to HRM <ul style="list-style-type: none"><li>• Define Human Resource Management (HRM) and its significance in organizational contexts.</li><li>• Discuss the evolution of HRM and its role in contemporary business environments.</li><li>• Outline the primary functions of HRM and their contributions to organizational success.</li><li>• Explore the ethical and legal considerations in HRM practices.</li></ul>	15
Unit-II	<b>Introduction to Human Resource Planning</b> <ul style="list-style-type: none"><li>• Define Human Resource Planning (HRP) and its significance in organizational management.</li><li>• Discuss the objectives and importance of HRP in organizational effectiveness and sustainability.</li><li>• Explore the evolution of HRP and its role in</li></ul>	15

	addressing organizational challenges and opportunities. <ul style="list-style-type: none"> <li>Outline the key components of the HRP process, including forecasting, analysis, and action planning.</li> </ul>	
	<b>Total Lectures</b>	<b>30</b>

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

**Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks**

**(A) Internal Assessment Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 10 marks each Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Précis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>20</b>

**B) Semester end examination 30 marks**

#### PAPER PATTERN

Duration : 1 hour	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks



Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
<p>Note:</p> <p>Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required.</p> <p>Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.</p>	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination.

#### References

- Venkata Ratnam C. S. & Srivatsava B. K. PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill, New Delhi
- Aswathappa, HUMAN RESOURCE MANGEMENT, Tata McGraw Hill, New Delhi, 2010
- Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2009
- Alan Price, HUMAN RESOURCE MANAGEMENT, Cengage Learning, New Delhi, 2007
- Pravin Durai, HUMAN RESOURCE MANGEMENT, Pearson, New Delhi, 2010
- Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, Cengage, New Delhi, 2010

## Group A: Finance Minor

### Introduction To Financial Services

**COURSE CODE: U24MS3MIF01**

**COURSE CREDIT: 02**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Course Objectives:**

The syllabus is aimed to achieve the following objectives:

4. To acquaint the learner with the frame work of Indian financial system
5. To acquaint the learners with the role of regulators of Indian Financial Market

#### **Course Outcome:**

The learners will be able to:

3. Understand the framework of Indian Financial System
4. Understand the role of various regulatory authorities

<b>Unit No.</b>	<b>Topic</b>	<b>No. of Lectures Required</b>
<b>Unit-I</b>	Financial System and Commercial Banks:  An overview of Financial System, Financial Markets, Structure of Financial Market  Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.	15
<b>Unit-II</b>	Regulatory Framework of Indian Financial System  SEBI – Overview, Role and Importance as regulator  RBI - Overview, Role and Importance as regulator  IRDAI - Overview, Role and Importance as regulator	15
	<b>TOTAL (HOURS)</b>	<b>30</b>



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

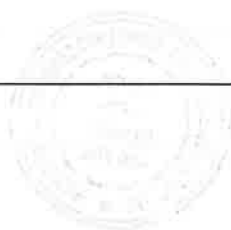
### (A) Internal Assessment Internal Assessment (Online / Offline) 20 marks

Description	Marks
Internal tests Q.1 Multiple choice Questions/True or False - 05 Marks Q.2. Attempt 1 questions out of 2 questions (5 marks each) 05 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	05
Class Participation	05
<b>Total</b>	<b>20</b>

### B) Semester end examination 30 marks

#### PAPER PATTERN

Duration: 1 hours
Total Marks: 30



Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
<p>Note:</p> <ol style="list-style-type: none"> <li>Q.1, 2 and 3 - 10 marks questions may be divided into sub-questions of 5 marks, if required.</li> <li>Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.</li> </ol>	

**Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester-end examination.**

**References:**

5. Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company
6. Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi
7. Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi
8. Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co



## Group B: Marketing Minor

### Introduction to Consumer Profiling

COURSE CODE: U24MS3MIM01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

#### Course Outcomes (CO)

- The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.
- This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer-oriented

Unit No.	Topic	No. of Lectures required
Unit-I	<ul style="list-style-type: none"><li>• <b>Introduction To Consumer Behaviour:</b></li><li>• Meaning of Consumer Behaviour, Features and Importance</li><li>• Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour</li><li>• Profiling the consumer and understanding their needs</li><li>• Consumer Involvement</li><li>• Application of Consumer Behaviour knowledge in Marketing</li><li>• Consumer Decision Making Process and Determinants of Buyer</li><li>• Behaviour, factors affecting each stage, and Need recognition.</li></ul>	10
Unit-II	<p><b>Environmental Determinants of Consumer Behaviour</b></p> <p>Family Influences on Buyer Behaviour,</p> <ul style="list-style-type: none"><li>• Roles of different members, needs perceived and evaluation rules.</li><li>• Factors affecting the need of the family, family life cycle stage and size.</li><li>• Social Class and Influences.</li><li>• Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.</li></ul> <p>• Cultural Influences on Consumer Behaviour</p> <p>Understanding cultural and sub-cultural influences</p>	10



	on individual, norms and their role, customs, traditions and value system.	
<b>Unit-III</b>	<b>Diffusion, Innovations and New Trends</b> <ul style="list-style-type: none"> <li>• Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</li> <li>• E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying</li> </ul>	10
	<b>Total Lectures</b>	<b>30</b>

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

**Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks**

**(A) Internal Assessment Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 10 marks each Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>20</b>

**B) Semester end examination 30 marks**

#### PAPER PATTERN

Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks



Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
<p>Note:</p> <p>Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required.</p> <p>Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.</p>	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination.

References:

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
2. Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson .
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
5. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
6. Kotler, P. & Keller, K. L. (2012). Marketing Management



## Motivation & Leadership

COURSE CODE: U24MS3MIH01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

### Objectives:

- To gain knowledge of the leadership strategies for motivating people and changing organizations
- To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences
- To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context

### Learning Outcomes:

- Citing the ways of achievements to students
- Boost students with positive energy and spirit to cope with thrust of Business world
- Creating understanding the various ways to lead and motivate
- Application of the best leadership style by the students to apply on job floor as per situation.
- Adaptation of various styles of leadership by students, giving them a better clarity to deal with situations in jobs.

Sr. No	Syllabus	No. of lectures
01	<b>Module -1</b> Motivation-I and II Concept of motivation, Importance, Tools of Motivation. <ul style="list-style-type: none"><li>➤ Theory Z, Equity theory.</li><li>➤ Process Theories-Vroom's Expectancy Theory, Valency-Four drive model</li><li>➤ . Work –Life balance – concept, differences, generation and tips on work life balance.</li></ul>	15



<p><b>02</b></p>	<p><b>Module - Leadership-I and II</b></p> <ul style="list-style-type: none"> <li>• Leadership– Meaning, and Traits ,Styles of Leadership. <ul style="list-style-type: none"> <li>➤ Theories –Trait Theory, Behavioural Theory, Path Goal Theory.</li> <li>➤ Transactional v/s Transformational leaders.</li> <li>➤ Strategic leaders– meaning, qualities.</li> <li>➤ Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)</li> </ul> </li> </ul> <p>Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Bill Gates)</p> <ul style="list-style-type: none"> <li>➤ Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader</li> </ul>	<p><b>15</b></p>
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References:

- Motivation and Leadership,Dr.Sunny Fernandes ,Bachelor in Management Studies, Rishabh Publishing House,Fourth Edition
- Motivation and Leadership,Dr.Parveen Nagpal,Sheth Publisher Pvt.,Ltd
- The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You by John C. Maxwell
- Dare to Lead: Brave Work. Tough Conversations. Whole Hearts by Brené Brown
- The Mentor Leader: Secrets to Building People and Teams That Win Consistently by Tony Dungy
- How to Win Friends & Influence People by Dale Carnegie

Leadership: Theory and Practice by Peter G. Northouse

## SCHEME OF EXAMINATION

**The scheme of examination shall be divided into two parts:**

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

**(A) Internal Assessment Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 10 marks each	10
Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>20</b>



**B) Semester end examination 30 marks**

**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
<b>Note:</b> Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required. Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination.



## Introduction to the Indian Economy

COURSE CODE: U24BE3E01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes

### Course Objectives:

To familiarize students with an overview of the Indian Economy.

To orient students with the basic sectors of the Indian Economy and their contributions.

### Course Outcomes:

Learners will be able to discuss the basic concepts of Indian Economy.

Learners will be able to analyze the importance and contributions of different sectors of the Indian Economy.

Sr No.	Syllabus	No. of lectures
01	<b>MODULE I: Macro Economic Overview of India</b> <ul style="list-style-type: none"><li>• Overview of New Economic Policy-1991, - Role of Social Infrastructure with reference to education, health and family welfare.</li><li>• Sustainable Development Goals and Policy measures: Make in India and other Skill Development and Training Programmes.</li><li>• Foreign Investment Policy Measures in India – FDI- MNCs and their role.</li><li>• Relevant case studies</li></ul>	15
02	<b>MODULE II: Sectoral Analysis of Indian Economy</b> <ul style="list-style-type: none"><li>• Agricultural Sector- National Agricultural Policy 2000: Objectives, Features, Agricultural pricing and agricultural finance, Agricultural Marketing Development</li><li>• Industry &amp; Service Sector- Competition Act 2003, Micro, Small and Medium Enterprises [MSME sector]- Classification and Role, Recent trends in Industrial Sector.</li><li>• Service Sector: Recent trends, role and growth. Banking and Financial Market (Money Market and Capital Market)- Structure, recent trends, limitations</li><li>• Relevant case studies</li></ul>	15

### References:

- Indian Economic Survey Reports (Annual), Ministry of Finance, Government of India
- Indian Economy by Misra and Puri, Himalaya Publishing House – Delhi
- Gaurav Dutt & Ashwini Mahajan, (2016) Indian Economy, S.Chand & company PVT LTD New Delhi
- A.N. Agarwal – Indian Economy problems of Development and Planning New Age International Publisher
- Ruddar Datt K.P.M Sundharam – Indian Economy S. Chand E-co LTD. Delhi







## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

**Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks**

**(A) Internal Assessment Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 10 marks each Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>20</b>

**B) Semester end examination 30 marks**

**PAPER PATTERN**

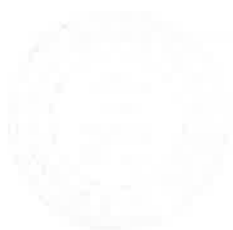
Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
<p>Note:</p> <p>Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required.</p> <p>Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.</p>	



Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination.

Sl. No.	Name of the Candidate	Internal Marks	External Marks	Total Marks
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Sl. No.	Name of the Candidate	Internal Marks	External Marks	Total Marks
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## OPEN ELECTIVE- Multimedia and Designing

**COURSE CODE:** U24CS3E01

**COURSE CREDIT:** 02

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

### Course Objectives

- Introduction of computers in media every process of image editing and film editing is computerized.
- Various softwares –beginners to professional- are developed and today software knowledge equals literacy in media. Image, Audio and Video in digital format are easy to share and store as well as saved to multiple places.
- The knowledge of software has become extremely essential to survive and grow in media today

### Course Outcomes

- To help learners make media industry ready. This will help learners to be aware of the minimum requirement of the software when stepping out in the industry.
- To introduce the media softwares to make the learners understand what goes behind the scene and help them choose their stream.
- To prepare learners skilled enough for independency during project papers.
- To help learners work on small scale projects during the academic period.

Sr. No	Syllabus	No. of lectures
01	What is HTML? HTML Documents, Basic structure of an HTML document, Creating an HTML document, Mark up Tags, Heading-Paragraphs, Line Breaks, HTML Tags, Elements of HTML, Introduction to elements of HTML, Working with Text, Working with Lists, Tables and Frames, Working with Hyperlinks, Images and Multimedia, Working with Forms, and controls	15



02	<p><b>Introduction to Photoshop</b></p> <p>Image editing theory, Bitmaps v/s Vectors</p> <p>When to use Photoshop and when to use drawing tools</p> <p>Photoshop Workspace</p> <p>The tools, Toolbox controls Property bar, Options bar, Floating palates</p> <p>Working with images</p> <p>Image mode, Image size, canvas size Image resolution, size and resampling</p> <p>What is perfect resolution? Cropping to size and resolution, Resizing v/s resampling</p>	15
	<p><b>Image Editing</b></p> <p>Levels, Curves, Contrast adjustment, Color adjustment, Photo filters</p> <p>Working with Text</p> <p>Text layer, Character palate, Paragraph palate, Text resizing, Text color, Text attributes, Working on simple project/ one page design</p>	

References:

**Textbooks:**

Photoshop Bible McLeland Willey Publication

Corel Draw Practical Learning: PB Publication

Additional References:  
Desktop Publishing with Quark 10 Kindle version

Digital Music and Sound Forge Debasis Sen BPB Publications

**SCHEME OF EXAMINATION**

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

**(A) Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 10 marks each	10
Q.1 Multiple choice Questions/True or False - 5 Marks	
Q.2. Attempt 2 questions out of 3 questions (2.5 marks each)- 5 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	5
Attendance and Class behavior	5
<b>Total</b>	<b>20</b>

Semester end examination 30 marks PAPER PATTERN

Duration: 1 hours	
Total Marks: 30	
Description	Marks
Q.1 10 marks OR 10 marks	10
Q.2 10 marks OR 10 marks	10
Q.3 10 marks OR 10 marks	10
Total	30
Note: Q.1, 2, 3 may be divided into sub questions if required. Q.3 May include theory (short notes) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (8 out of 20) and 40% (12 out of 30) in semesterend examination.



## Plastics and Environment

COURSE CODE: U24ES3E01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes

This course provides a comprehensive understanding of plastic materials used in packaging, design principles, and environmental considerations in the context of packaging practices. It aims to equip students with the knowledge and skills necessary to develop environmentally friendly packaging solutions while considering the entire lifecycle of packaging materials.

### Course Objectives:

1. Understand the role plastics play in the environment
2. Analyze the environmental impact of different packaging materials and methods.

1	Introduction	<ul style="list-style-type: none"> <li>• Plastic Materials and their Properties in comparison with other packaging materials like paper, glass, metals, and textiles.</li> <li>• Life cycle assessment (LCA) of packaging materials</li> <li>• Material selection criteria: durability, recyclability, biodegradability, and compostability</li> <li>• Packaging Design Principles - Design for sustainability: reduce, reuse, recycle.</li> <li>• Packaging hierarchy: primary, secondary, and tertiary packaging</li> <li>• Ergonomics and user experience in packaging design</li> </ul>	10
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ties of plastics in packaging.

2. Describe the importance of LCA studies.
3. Elaborate on the environmental impact of packaging.
4. Apply sustainable design principles to develop environmentally friendly packaging solutions.

2	Environmental Impacts of Packaging	<ul style="list-style-type: none"> <li>• Environmental issues associated with packaging: waste generation, pollution, resource depletion.</li> <li>• Carbon footprint and greenhouse gas emissions of packaging</li> <li>• Case studies on the environmental impact of Plastics vs various packaging materials</li> <li>• Circular economy principles in packaging</li> <li>• Packaging Waste Management- Recycling processes and challenges</li> <li>• Extended Producer Responsibility (EPR) and product stewardship</li> <li>• Waste-to-energy technologies for packaging waste.</li> <li>• Case studies on successful packaging waste management initiatives</li> </ul>	10
3	Sustainable Packaging Innovations	<ul style="list-style-type: none"> <li>• Biodegradable and compostable packaging</li> <li>• Bio-based plastics and their applications</li> <li>• Smart packaging technologies for freshness monitoring and shelf-life extension</li> <li>• Eco-design strategies for minimizing environmental impact</li> </ul>	10

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**Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks**

**(A) Internal Assessment (Online / Offline) 20 marks**

Description	Marks
Internal tests of 10 marks each	10
Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of</b>	5



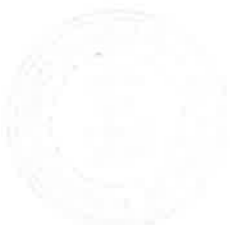
<b>these)</b>	
Class Participation	5
<b>Total</b>	<b>20</b>

**B) Semester end examination 30 marks**

**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
<p>Note:</p> <p>Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required.</p> <p>Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.</p>	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination





## VOCATIONAL SKILL COURSE (VSC)

### Entrepreneurship Development

**COURSE CODE: U24MS3VSC01**

**COURSE CREDIT: 02**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

Unit No.	Topic	No. of Lectures required
Unit-I	<b>Entrepreneurship &amp; Development Programmes</b> <ul style="list-style-type: none"><li>• Understanding Entrepreneurship</li><li>• Types of Entrepreneurs and Enterprises</li><li>• Entrepreneurial Skills and Management</li><li>• Business Planning and Development</li><li>• Idea Generation and Feasibility Analysis</li><li>• Business Plan Preparation</li><li>• Legal structures of business (proprietorship, partnership, corporation)</li><li>• Regulatory compliances and licenses</li><li>• Intellectual property rights (IPR)</li></ul>	10
Unit-II	<b>Latest Trends in Entrepreneurship</b> <ul style="list-style-type: none"><li>- Role of government in entrepreneurship development</li><li>- Overview of key initiatives and policies</li><li>- Introduction to various schemes and programs</li><li>- Stand-Up India, Start-Up India, Make in India</li><li>- Pradhan Mantri Mudra Yojana (PMMY)</li><li>- Atal Innovation Mission (AIM)</li><li>- SIDBI and MSME schemes</li></ul>	10
Unit – III	<b>Sources of Finance</b> <ul style="list-style-type: none"><li>• Basics of financial planning</li><li>• Sources of funding (self-funding, loans, investors, grants)</li><li>• Budgeting and financial forecasting</li></ul> <p>-**Activities:**</p> <ul style="list-style-type: none"><li>- Case studies on successful funding stories</li><li>- Exercises on creating financial forecasts</li></ul>	10
	<b>Total</b>	<b>30</b>



## Revised Course Objectives and Learning Outcomes:

### Course Objectives:

- Equip students with a comprehensive understanding of entrepreneurship, encompassing its core concepts, various types of ventures, and essential skills for success.
- Empower students to navigate the business planning process, from idea generation to feasibility analysis and plan creation.
- Foster awareness of the legal and regulatory frameworks governing businesses, including intellectual property rights.
- Equip students with knowledge of government initiatives and programs supporting entrepreneurship in India.
- Develop practical financial planning skills, including identifying funding sources and creating financial forecasts.

### Learning Outcomes:

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

- Define entrepreneurship and explain its role in economic development.
- Distinguish between different types of entrepreneurs and business structures.
- Identify and articulate essential entrepreneurial skills and management techniques.
- Develop a comprehensive business plan, including a well-defined business idea, feasibility analysis, and financial projections.
- Analyze the legal aspects of starting a business, including choosing a business structure, complying with regulations, and protecting intellectual property rights.
- Evaluate the role of government in promoting entrepreneurship in India and explain key initiatives and programs like Stand-Up India, Start-Up India, and Pradhan Mantri Mudra Yojana (PMMY).
- Identify and assess various sources of funding for new ventures, including self-funding, loans, investors, and grants.
- Create basic financial forecasts to support their business plans.
- Analyze real-world case studies to gain insights into successful entrepreneurial journeys and funding strategies. (Through Activities)
- Apply financial planning principles to develop practical financial forecasts for a business idea. (Through Activities)

## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks

### (A) Internal Assessment (Online / Offline) 20 marks

Description	Marks
Internal tests of 10 marks each	10
Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	5
Class Participation	5
<b>Total</b>	<b>20</b>

### B) Semester end examination 30 marks

#### PAPER PATTERN

Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
Note: Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required. Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the	



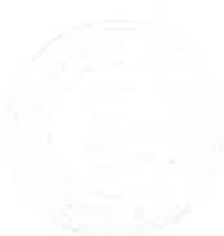
options.

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester end examination.

**### Additional Resources:**

**- \*\*Books:\*\***

- "The Lean Startup" by Eric Ries
- "Start with Why" by Simon Sinek
- "Zero to One" by Peter Thiel
- Ministry of Micro, Small & Medium Enterprises (MSME)
- Startup India
- NITI Aayog's Atal Innovation Mission



## Understanding Basic Forms of English Literature-1

COURSE CODE: U24MS3AEC01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is of 60 minutes

**\* Course Objectives:**

1. To develop analytical skills and critical thinking through close reading of literary texts
2. To cultivate appreciation of language as an artistic medium and to help students to understand the importance of forms, elements and style that shape literary works

**\* Course Outcomes:**

1. Learner will be able to recognize the culture and context of the work of literature
2. Learner will be able to imbibe the underlying philosophy and values reflected in literature

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**Module-1                      Study of Poetry    (Total 15 Lectures)**

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1. William Wordsworth: *The Solitary Reaper*
2. Edgar Albert Guest: *Don't Quit*
3. Nissim Ezekiel : *Island*
4. Kamala Das: *An Introduction*
5. Arun Kolatkar : *The Breakfast Time at Kala Ghoda*

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**Module-2                      Study of Novel    (Total 15 Lectures)**

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*Lord of The Flies* by William Golding

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e.20 marks
- Semester end examination 60% i.e.30 marks



**A) Internal Assessment (Online / Offline) 20 Marks**

1	* Continuous Evaluation	10 Marks
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2	Poetry Recitation /Presentation	05 Marks
3	Attendance	05 Marks

*\*Application oriented activities will be conducted*

**B) Semester end examination 30 marks**

Question no.1	A) OR B) Descriptive Question Module no.1	10 Marks
Question no.2	A) OR B) Descriptive Question Module no.2	10 Marks
Question no.3	A) Short Notes 2 out of 3 Module no.1 (5 Marks each) OR B) Short Notes 2 out of 3 Module no.2 (5 Marks each)	10 Marks

***Passing Criteria: 40% in Internal as well as in External(i.e.8 Marks in Internal exam of 20 marks and 12 marks in External exam of 30 marks respectively)***

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## CO-CURRICULAR COURSES (CC)

### **Business Conclave**

**COURSE CODE: U24MS3CCBC01**

**COURSE CREDIT: 02**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Course Objectives:**

The syllabus is aimed to achieve the following objectives:

1. To enhance various skills beyond the academic curriculum such as teamwork, time management, creativity, communication, and problem-solving and leadership.
2. To provide opportunities for students to interact with peers from diverse backgrounds, fostering social connections and cultural awareness.
3. To help students develop character traits such as discipline, responsibility, empathy, and resilience.

#### **Learning Outcome:**

The learners will be able to:

1. Develop cognitive abilities, such as critical thinking, and problem-solving skills.
2. Enhance their leadership and interpersonal skills.
3. Cope up during conflict situation while dealing with team members.



Unit No.	Topic	No. of Lectures required
Unit-I	Theory  1. Team Bonding 2. Communication & Interpersonal Skills 3. Stress Management and Emotional Balance 4. Organization & Management of Resources 5. Time Management 6. Accounting & Reporting	10
Unit-II	Training  1. Event Planning 2. Event Communication and Marketing 3. Event Logistics 4. Event Budgeting, Costing and Accounting 5. Event Report Writing 6. Participation in the Event – Business Conclave	20
	<b>TOTAL (HOURS)</b>	<b>30</b>



The scheme of Examination shall be divided as follows.

**Continuous Evaluation Pattern**

Description	Marks
Attending lectures/ Training Sessions/ Seminars	10
Maintenance of work records	10
Active Participation in the Event	10
Quiz / Test / Report	10
Discussion/ Presentations / Viva-voce by faculty in charge	10
<b>Total</b>	<b>50</b>

**References:**

1. S.N. Maheshwari, Cost Accounting
2. Teamwork-What Must Go Right/What Can Go Wrong – Sage Publication
3. Stress management by Susan R. Gregson
4. Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services
5. Workforce Diversity Management: Challenges, Competencies and Strategies - Bahaudin Mujtaba
6. Event management, a professional approach By Ashutosh Chaturvedi



## DLLE - NGO Collaboration

COURSE CODE: U24CC3DLLE02

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes.

### Course Objectives:

1. Students will have a thorough understanding working of NGOs, their contributions to society, and the skills needed to work effectively within or alongside these organizations.
2. Interns would develop skills in project management, communication, research, and advocacy while working on impactful projects addressing poverty, education, healthcare, and human rights. The experience fosters professional growth, facilitates networking, and would help to promote and develop social responsibilities towards society.

### Learning Outcome:

1. It will enable learners to contribute their best skills to society through social work.
2. Internship will give hands-on training to work along with various social groups through NGOs

2.

Sr. No.	Syllabus	No of Hrs.
1	<p>Module - I: Introduction to NGO</p> <p>Concept of NGO, Role, and formation of NGO in India, Contribution of NGO in services in India i.e. Social Services, Advocacy, and Human Rights, Economic Development and Skill Enhancement, Environmental Conservation, Disaster Relief and Rehabilitation, Community Development, Gender Equality, Research, and Innovation. Contribution to weaker sections of the community i.e. Old age homes, Orphanages, children's homes, and Rehabilitation centres. Examples of Local, State, National, and International Level NGOs. Scope of Social Entrepreneurship</p>	15
2	<p>Module II: Social Internship</p> <p>Collaboration with any NGO or any other organization at an individual level or in a group of 5-8 volunteers. Students can work on Community Development, Environmental Conservation, Healthcare Services, Human Rights and Advocacy, Education, and Youth Programs Students are expected to work at least for 15-20 hrs with an NGO. The interns are expected to work on projects like community surveys, educational workshops, or program implementation. With the training on the organization's mission and procedures paired with mentors for guidance. Engagement in fieldwork with communities and participation in research, data collection, and report preparation.</p>	15
.Total Lectures		30

### SCHEME OF EXAMINATION

Total Marks: 50

### Continuous evaluation pattern.

Evaluation Criteria	Marks
MCQ/ Class test	10
Skit/ Short film/ content development in the form of posters, leaflets or any other form on NGO worked with collaboration	10
Collaboration with NGO for any of the project from 20-30 hrs. per semester and detail report based on social internship and Viva	30
<b>Total</b>	<b>50</b>

### References :

- Brager, G., & Specht, H. (1973). Community organizing. New York: Columbia University Press
- Chambers, R. (1992). Rural Appraisal: Rapid, Relaxed and Participatory. Sussex: Institute of Development Studies 9
- Chatterjee, P. (1975). Towards a typological paradigm of community organization The Indian Journal of Social Work, XXXVI (1),1-14
- Dunham, A. (1958). Community Welfare Organization. Principles and practice. New York: Thomas Y. Crowell.
- Meenai, Z. (2007). Participatory Community work. New Delhi : Concept publications
- Ross, M G. (1967). Community Organization; Theory, Principles, and Practice. New York: Harper & Row.
- Siddiqui, H.Y. (1997). Working with Communities: An Introduction to Community Work. New Delhi: Hira Publications.
- York, A. S. (1984). Towards a conceptual model of community social Work. The British Journal of Social Work, 14(3), 241-255.
- Wilson, G., & Ryland, G. (1949). Social group work practice: The creative use of the social process. Boston: Houghton Mifflin.
- Konopka, G. (1983). Social Group Work: A Helping Process (3rd Edition). New Jersey: Prentice Hall International Pathak, S. H. (1981).

<https://www.mudlle.ac.in>



## National Service Scheme (NSS) Studies Paper-II

Course Code: U24CC3NSS02

Course Type: Co-curricular

Total Lectures per week 2

(1 Period is 60 minutes)

Credits: 2

Unit No.	Topic	No. of Lectures required
Unit-I	<b>Social Integration:</b> <ul style="list-style-type: none"><li>• Social Integration Meaning of value and types</li><li>• Human values and social responsibilities</li></ul> <b>Concept of NGOS:</b> <ul style="list-style-type: none"><li>• Definition, Formation, objective, functions, types</li><li>• Government Organizations Vs NGO's</li><li>• Case studies</li></ul>	15
Unit-II	<b>Community Welfare in Association with NGO -</b> <ul style="list-style-type: none"><li>• Environment awareness</li><li>• Water Management</li><li>• Energy conservation</li><li>• Gender sensitization,</li><li>• Healthy society</li></ul>	15
	<b>Total Lectures</b>	<b>30</b>

### Course Outcomes (CO):

- Upon successful completion of this course, students will be able to:
  - CO1: Define and analyze the concept of social integration and its value in a community.
  - CO2: Explain the various types of NGOs and their function in promoting social integration and community development.
  - CO3: Evaluate the impact of NGO initiatives on specific areas of community well-being (environment, water management, energy conservation, gender equality, health).
  - CO4: Develop strategies for collaborating with NGOs to address community needs in the aforementioned areas.

### Learning Outcomes (LO):

#### Unit 1: Social Integration

- LO 1.1: Define social integration and explain its importance in a diverse society.
- LO 1.2: Analyze the different types and values of social integration.
- LO 1.3: Explain how human values and social responsibilities contribute to a more integrated society.
- LO 1.4: Discuss the potential challenges to social integration and their impact on communities.

## Unit 2: Concept of NGOs

- LO 2.1: Define NGOs and differentiate between various types (e.g., charitable organizations, advocacy groups, service providers).
- LO 2.2: Explain the core objectives and functions of NGOs in promoting social good.
- LO 2.3: Analyze a case study to understand the practical work of an NGO.
- LO 2.4: Evaluate the strengths and limitations of NGOs as agents of social change.

## Unit 3: Community Welfare in Association with NGOs

- LO 3.1: Identify the specific areas of community development addressed by NGOs (environment, water management, energy conservation, gender equality, health).
- LO 3.2: Analyze strategies employed by NGOs to promote community participation and empowerment in these areas.
- LO 3.3: Critically evaluate the effectiveness of specific NGO interventions related to environment, water management, energy conservation, gender sensitization, or healthy society initiatives.
- LO 3.4: Develop strategies for building and maintaining successful partnerships between NGOs and communities to address these specific needs.

Unit	Topics
Unit 1	Social Integration
Unit 2	Concept of NGOS
Unit 3	Community Welfare in Association with NGO

		<b>Semester – III</b>	
<b>Course Name: National Service Scheme (NSS)</b>		<b>Course Code:</b>	
<b>Course Type</b>		<b>Co-curricular</b>	
<b>Focuses on</b>		<b>Skill Development</b>	
<b>Caters to</b>		<b>Local, National, Global</b>	
<b>Total Lectures per week (1 Period is 60 minutes)</b>		<b>2</b>	
<b>Credits</b>		<b>2</b>	
<b>Evaluation System</b>	<b>Continuous Evaluation</b>	<b>Hours</b>	<b>Marks</b>
		<b>30</b>	<b>50</b>
		<b>Total Marks</b>	<b>50</b>

\*For the Unit III – Students will be assigned Community Activity as per availability. They will be divided in a group of 20 and will be engaged for 20 hrs.



**Open Electives (OE)/ Generic Electives  
(Offered by the Department of Management Studies)**

**Personality Development - II**

COURSE CODE: U24MS3OE01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

**Course Objectives (CO)**

1. Define key leadership styles and their applications.
2. Analyze the impact of communication styles on leadership effectiveness.
3. Explain the concept of a growth mind-set and its role in leadership development.
4. Discuss strategies for motivating individuals and teams.

**Learning Outcomes**

1. Develop a strong foundation of leadership and
2. Learn leadership communication
3. Enhance your ability to motivate and inspire others
4. Build confidence in conflict resolution and decision-making

Unit No.	Topic	No. of Lectures required
Unit-I	<b>The Foundations of Leadership</b> <ul style="list-style-type: none"><li>• Defining leadership styles (e.g., transformational, democratic, servant)</li><li>• Understanding the role of vision, mission, and values</li><li>• Developing a growth mind-set and embracing challenges</li></ul> <b>Effective Communication for Leaders</b> <ul style="list-style-type: none"><li>• Delivering clear, concise, and inspiring messages</li><li>• Practicing active listening and providing constructive feedback</li></ul>	10
Unit-II	<b>Motivation and Delegation</b> <ul style="list-style-type: none"><li>• Understanding what motivates individuals and teams</li><li>• Setting SMART goals (Specific, Measurable,</li></ul>	20

	<p>Achievable, Relevant, Time-bound)</p> <ul style="list-style-type: none"> <li>• Empowering team members and delegating effectively</li> </ul> <p>• <b>Conflict Resolution and Decision-Making</b></p> <ul style="list-style-type: none"> <li>• Developing strategies for navigating difficult conversations</li> <li>• Fostering a collaborative approach to problem-solving</li> <li>• Making sound decisions under pressure</li> </ul> <p>• <b>Leading with Influence</b></p> <ul style="list-style-type: none"> <li>• Understanding persuasion techniques and building buy-in</li> <li>• Fostering innovation and a culture of creativity</li> <li>• Leading by example and embodying your values</li> </ul>	
	<ul style="list-style-type: none"> <li>• <b>Total Lectures</b></li> </ul>	<b>30</b>

**Course Activities:**

- Self-Assessments: Identify your leadership strengths and areas for development.
- Interactive Exercises: Practice communication techniques, role-playing leadership scenarios.
- Case Studies: Analyze real-world leadership challenges and develop solutions.
- Action Planning: Create a personalized roadmap to implement learned skills



## SCHEME OF EXAMINATION:

### Continuous Evaluation Pattern

Description	Marks
Online Quiz	10
Individual Assignment	10
Group Project	25
Class Participation	5
<b>Total</b>	<b>50</b>

Passing criteria: Minimum 40% ie 20 marks out of 50

#### Reference Books

- Leadership: Theory and Practice by Peter G. Northouse
- The Mentor Leader: Secrets to Building People and Teams That Win Consistently by Tony Dungy
- How to Win Friends & Influence People by Dale Carnegie
- Motivation and Leadership, Dr.Parveen Nagpal, Sheth Publisher Pvt ,Ltd





## FIELD PROJECT

**COURSE CODE: U24MS3FP01**

**COURSE CREDIT: 02**

**1 credit - 15 lectures**

**1 lecture is 60 minutes**

### Course Objectives

1. To inculcate the element of project work
2. To encourage learner to identify problems and their solutions applicable in business world
3. To educate learner to apply theoretical knowledge in practical field work

### 1. General guidelines for preparation of project work based on Field Project

- The Field Project may be undertaken in any area of **Major Department Specific Course (DSC)**
- Each of the 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 50 to 60 pages



**Format**

***1<sup>st</sup> page (Main Page)***

***Title of the problem of the Project***

**A Project Submitted to  
University of Mumbai for partial completion of the degree of  
Master in Commerce  
Under the Faculty of Commerce**

**By**

***Name of the Learner***

**Under the Guidance of**

***Name of the Guiding Teacher***

***Name and address of the College***

***Month and Year***

***2<sup>nd</sup> Page***

***This page to be repeated on 2<sup>nd</sup> page (i.e. inside after main page)***

*On separate page*



## Index

Chapter No. 1 (sub point 1.1, 1.1.1,..... And so on)	Title of the Chapter	Page No.
Chapter No. 2	Title of the Chapter	
Chapter No. 3	Title of the Chapter	
Chapter No. 4	Title of the Chapter	
Chapter No. 5	Title of the Chapter	

**List of tables, if any, with page numbers.**

**List of Graphs, if any, with page numbers. List of Appendix, if any, with page numbers. Abbreviations used:**



**Structure to be followed to maintain the uniformity in formulation and presentation of  
Project Work**

**(Model Structure of the Project Work)**

- **Chapter No. 1: Introduction**

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. 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: 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. 4: Conclusions and Suggestions**

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**
- **Appendix**



*On separate page*

*Name and address of the college*

## Certificate

This is to certify that Ms/Mr has worked and duly completed her/his Project Work for the degree of Master in Commerce under the Faculty of Commerce in the subject of

\_\_\_\_\_ and her/his project is entitled, “ \_\_\_\_\_  
*Title of the Project* ” 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.



Name and Signature of  
Project Guide



*On separate page*

## Declaration by learner

I the undersigned Miss / Mr. \_\_\_\_\_ *Name* \_\_\_\_\_ of \_\_\_\_\_ *the learner* \_\_\_\_\_ here by, declare that the work embodied in this project work titled “

\_\_\_\_\_ *Title of the Project* \_\_\_\_\_

\_\_\_\_\_”, forms my own contribution to the 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.

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



*On separate page*

## ***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 **University of Mumbai** for giving me 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.



### Evaluation pattern of the project work

<b>The Project Report shall be evaluated in two stages viz.</b>	
<b>• Evaluation of Project Report (Bound Copy)</b>	<b>20 Marks</b>
▪ Introduction and other areas covered	5 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	10 Marks
▪ Conclusion & Recommendations	5 Marks
<b>• Conduct of Viva-voce</b>	<b>30 Marks</b>
▪ 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	10 Marks
▪ Overall Impression (including Communication Skill)	10 Marks
<b>Total Marks</b>	<b>50 Marks</b>

**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 40 % i.e. 20 marks out of 50 marks
- 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.





## SCHEME OF MODULES

SR. NO.	COURSE CODE	SEMESTER IV	CREDITS
<b>I</b>		<b>Major Department Specific Course (DSC)</b>	
1 & 2	Group Specific	*Any one group of courses from the list of the courses	8 (4+4)
<b>II</b>		<b>Minor Department-Specific Course</b>	
3	Group Specific	**Any one course from the following list of the courses	4
<b>III</b>		<b>Open Electives(OE)/ Generic Electives</b>	
4	Group Specific	***Any one course from the list of the courses	2
<b>IV</b>		<b>SKILL ENHANCEMENT COURSE (SEC)</b>	
5	U24MS4VSC01	Analysis of Financial Statements	2
<b>V</b>		<b>ABILITY ENHANCEMENT COURSE(AEC)</b>	
6	U24MS4AEC01	Understanding Basic Forms of English Literature-2	2
<b>VII</b>		<b>CO-CURRICULAR COURSES (CC) (Any One)</b>	
7	U24CC4LS01	Leadership Summit	4
8	U24CC4NSS03	NSS	4
9	U24CC4DLLE03	DLLE	4
		<b>TOTAL CREDITS</b>	<b>22</b>



<b>* List of Group of Major Department Specific Courses (DSC) for Semester IV (Any One)</b>			
<b>Group A: Finance Major (All Courses In The Group Are Compulsory)</b>			
1	U24MS4MJF01	Strategic Cost Management	4
2	U24MS4MJF02	Advanced Managerial Finance	4
<b>Group B: Marketing Major (All Courses In The Group Are Compulsory)</b>			
1	U24MS4MJM01	Advertising	4
2	U24MS4MJM02	Marketing for Non-Profit Organization	4
<b>Group C: Human Resource Major (All Courses In The Group Are Compulsory)</b>			
1	U24MS4MJH01	Training & Development in HRM	4
2	U24MS4MJH02	Conflict & Negotiation	4
<b>Note: Group Selected in Semester III will continue in Semester IV.</b>			

<b>** List of Group of Minor Department Specific Courses for Semester IV</b>			
<b>Group A: Finance Minor (Can Be Selected With Major in Marketing or Human Resource)</b>			
1	U24MS4MIF01	Corporate Finance	4
<b>Group B: Marketing Minor (Can Be Selected With Major in Finance or Human Resource)</b>			
1	U24MS4MIM01	Integrated Marketing Communication	4
<b>Group C: Human Resource Minor (Can Be Selected With Major in Finance or Marketing)</b>			
1	U24MS4MIH01	Change Management	4
<b>Note: Group Selected in Semester III will continue in Semester IV.</b>			



**\*\*\* List of Open Electives(OE)/ Generic Electives Courses for Semester IV (Any One)**

1	U24BE4E01	Introduction to International Economics	2
2	U24MMC401	Photography	2
3	U24EVSE01	Solid Waste Management	2



## Group A: Finance Major

### Strategic Cost Management

**COURSE CODE: U24MS4MJF01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Objectives:**

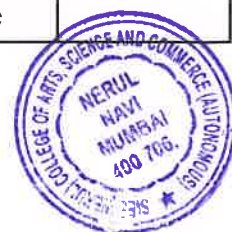
- To illustrate the principles of strategic cost management and its role in an organisation
- To examine the concepts and procedure of various scientific costing techniques.
- To assess the cost management performance and illustrate various corrective measures and reporting requirements
- To compare the cost management performance using variance analysis and estimate the responsibility for the performance

#### **Learning Outcomes:**

- The student will be able to illustrate the principles of strategic cost management and explain its role in an organisation
- The student will be able to examine the concepts and procedure of various scientific costing techniques.
- The student will be able to assess the cost management performance and illustrate various corrective measures and reporting requirements
- The student will be able to compare the cost management performance using variance analysis and estimate the responsibility for the performance



Sr. No	Syllabus	No. of lectures
01	<p><b>Introduction to Strategic Cost Management (Only Theory)</b></p> <ul style="list-style-type: none"> <li>➤ Strategic Cost Management (SCM): Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices,</li> <li>➤ Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis &amp; Value Engineering, Wastage Control, Disposal Management</li> <li>➤ Business Process Re- engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost &amp; Supply Cost, Cost Reduction &amp; Product Life Cycle Costing (An Overview)</li> </ul>	15
02	<p><b>Activity Based Costing</b></p> <ul style="list-style-type: none"> <li>➤ <b>Activity Based Management and Activity Based Budgeting:</b> Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC)</li> <li>➤ Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems</li> <li>➤ Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems)</li> </ul>	15
03	<p><b>Strategic Cost Management performance assessment (Only theory)</b></p> <ul style="list-style-type: none"> <li>➤ Cost Audit &amp; Management Audit under companies Act, with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages &amp; long-term perspective of cost Management.</li> <li>➤ Six Sigma, Learning Curve, Praise Analysis and Simulation</li> </ul>	15
04	<p><b>Variance Analysis &amp; Responsibility Accounting (Practical Problems)</b></p> <ul style="list-style-type: none"> <li>➤ <b>Standard Costing</b> (Material, Labour, Overhead, Sales &amp; Profit)</li> <li>➤ <b>Responsibility Accounting</b> –Introduction, Types &amp; Evaluation of Profit Centre and Investment Centre</li> </ul>	15



## References:

- Shukla, M. C., Gupta, M. P. (2007). Cost Accounting: Text and Problems. India: S Chand & Company Limited.
- Tulsian, P. C. (2008). Cost Accounting. India: S. Chand Limited.
- Arora, M. N. (2013). Cost Accounting (Delhi University). India: VIKAS Publishing.
- DRURY, C. M. (2013). MANAGEMENT AND COST ACCOUNTING. United Kingdom: Springer US.
- Strategic Cost Management and Performance Evaluation.: Sultan Chand & Sons.
- Taxmann's Strategic Cost Management. (2024). (n.p.): Taxmann Publications Private Limited.
- Strategic Cost Management. (2007). India: RBSA Publishers.



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<b>Note:</b> Q.1, 2 and 3 - 15 marks question may be divided into sub questions of 7 and 8 or 10 and 5, if required. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination





## **Advanced Managerial Finance**

**COURSE CODE: U24MS4MJF02**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

### **Course Objectives:**

The syllabus is aimed to achieve the following objectives:

1. To acquaint learners with basic accounting fundamentals.
2. To impart knowledge regarding core concepts of business finance and its importance in managing a business
3. To develop financial analysis and decision-making skills among learners.

### **Course Outcome:**

The learners will be able to:

1. Understand different components of financial statements.
2. Able to analyze financial requirements of organization
3. Able to use various tools and techniques in management decision making.



Unit No.	Topic	No. of Lectures Required
<b>Unit-I</b>	<p>Analysis and Interpretation of Financial statements</p> <p>Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies</p> <p>Vertical Form of Balance Sheet and Profit &amp; Loss A/c - Trend Analysis, Comparative Statement &amp; Common Size Statement</p>	15
<b>Unit-II</b>	<p>Ratio analysis and Interpretation</p> <p>Meaning &amp; Importance of Ratio analysis, calculation and interpretation of ratios.</p> <p>Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</p> <p>Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</p> <p>Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio</p>	15
<b>Unit - III</b>	<p>Working capital &amp; Receivables management</p> <p>Working capital-Concept, Estimation of requirements in case of Trading &amp; Manufacturing Organizations.</p> <p>Receivables management-Meaning &amp; Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</p>	15



<b>Unit IV</b>	Capital Budgeting	15
	Introduction to Time Value of Money – compounding and discounting  Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)	
	<b>TOTAL (HOURS)</b>	<b>60</b>

#### **SCHEME OF EXAMINATION**

**The scheme of examination shall be divided into two parts:**

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

#### **(A) Internal Assessment 40 marks**

<b>Description</b>	<b>Marks</b>
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20



Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>



Note:1. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required.

2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.

### References:

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
2. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi
3. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH
4. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
5. Gupta , SP - Management Accounting , Sahitya Bhawan , Agra



## Group B: Marketing Major

### Advertising

**COURSE CODE: U24MS4MJM01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Course Objectives (CO)**

- 1 To understand and examine the growing importance of advertising
- 2 To understand the construction of an effective advertisement
- 3 To understand the role of advertising in contemporary scenario
- 4 To understand the future and career in advertising

#### **Course Outcomes**

1. Understanding the fundamentals of advertising
2. Developing advertising campaigns
3. Understanding the advertising industry:

<b>Unit No.</b>	<b>Topic</b>	<b>No. of Lectures required</b>
<b>Unit-I</b>	<b>Introduction to Advertising</b> <ul style="list-style-type: none"><li>• Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</li><li>• Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</li><li>• Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance</li><li>• Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising</li><li>• Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising</li></ul>	<b>15</b>
<b>Unit-II</b>	<b>Strategy and Planning Process in Advertising</b> <ul style="list-style-type: none"><li>• Advertising Planning process &amp; Strategy : Introduction to Marketing Plan,</li></ul>	<b>15</b>

	<p>Advertising Plan- Background, situational analysis related to Advertising</p> <p>issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand</p> <p>Positioning (equity, image personality), creative Strategy, message strategy,</p> <p>media strategy, Integration of advertising with other communication tools</p> <ul style="list-style-type: none"> <li>• Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</li> <li>• Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</li> </ul>	
<b>Unit-III</b>	<p><b>Creativity in Advertising</b></p> <ul style="list-style-type: none"> <li>• Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</li> <li>• Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</li> <li>• Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</li> <li>• Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</li> <li>• Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</li> </ul>	15
<b>Unit-IV</b>	<p><b>Budget, Evaluation, Current trends and careers in Advertising</b></p> <ul style="list-style-type: none"> <li>• Advertising Budget – Definition of Advertising Budget,</li> </ul>	15



	<p>Features, Methods of Budgeting</p> <ul style="list-style-type: none"> <li>• Evaluation of Advertising Effectiveness – Pre-testing and Post testing</li> </ul> <p>Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing</p> <ul style="list-style-type: none"> <li>• Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends</li> <li>• Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</li> </ul>	
	<b>Total Lectures</b>	<b>60</b>





## SCHEME OF EXAMINATION

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

#### (A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
Note:  1. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required.  2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.**



**References:**

1. Belch, Michael, "Advertising and Promotion: An integrated marketing communications perspective"  
Tata Mcgraw Hill 2010
2. Mohan, Manendra "Advertising Management Concept and Cases", Tata Mcgraw Hill 2008
3. Kleppner, Russell J; Thomac, Lane W , "Advertising Procedure", Prentice Hall 1999
4. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir "Advertising planning and Implementation", Prentice Hall of  
India 2006
6. Clow ,Kenneth E and Baack, Donald E "Inetegrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
7. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006



## **Marketing for Non-Profit Organization**

**COURSE CODE: U24MS4MJM02**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

**Total Lectures per week (1 Period is 60 minutes) :4**

**Credits: 4**

### **Course Objectives**

1. Explain the unique challenges of marketing in the non-profit sector.
2. Analyze the role and application of marketing principles in achieving social change and goals for non-profit organizations, including social and cause-related marketing and fundraising.
3. Apply marketing strategies effectively in diverse non-profit settings, encompassing charities, social programs, healthcare, education, arts, and the marketing of goods and services.
4. Differentiate between advocacy and lobbying, and critically evaluate the concept of Corporate Social Responsibility (CSR) within the policy framework outlined by the Companies Act of 2013 (or relevant legislation for your location).

### **Course Outcomes:**

1. Understand the unique challenges and opportunities
2. Develop a strategic marketing plan for a non-profit organization
3. Master non-profit branding and messaging



Unit No.	Topic	No. of Lectures required
Unit-I	<p><b>Introduction to Non-profit Organization</b></p> <p>a) <b>Non-profit organization:</b> Meaning of Non-Profit Organization, Features of non-profit organization, Characteristics of Non Profit marketing, Stakeholders in non-profit organization, Types of non-profit organization: Charities, newly emerging social enterprise sector, public sector, political parties and campaign organizations, classification of non-profit organizations, Social need: concept, social need as a basis for developing sustainable business model for a non-profit organization.</p> <p>b) <b>Fundraising:</b> meaning, common techniques to solicit funds, fund raising loyalty ladder, marketing and communication for fundraising</p>	15
Unit-II	<p><b>Segmenting Targeting Positioning, Product mix &amp; Pricing mix in Non-profit organizations</b></p> <p>a) <b>Segmentation, Targeting &amp; Positioning of non-profit organizations:</b> Strategic Marketing for Non-Profit Organization, Steps in Strategic Marketing of non-profit organization, Market Segmentation, Targeting &amp; Positioning in non-profit organization</p> <p>b) <b>Product mix &amp; Pricing mix in non-profit organization:</b> Budgeting, cost effective marketing mix, Cost Management, Product or offer in non-profit organization, level of offer in non-profit organization, Pricing Objectives in non-profit organizations, Pricing Strategies in non-profit organizations</p>	15
Unit-III	<p><b>Promotion mix, Place mix of non-profit organizations &amp; advocacy of non-profit organizations</b></p> <p>a) <b>Promotion Mix:</b> Promotion of non-profit Organizations: Marketing Communication Strategies, Integrated Marketing Communication in nonprofit organizations, Image &amp; reputation, Marketing Communication process, Marketing communication process, Role of Audience, message and vehicle in non-profit organization communication. Significance of place in non-profit</p>	15



	<p>organizations, Challenges for non-profit organizations in rural areas.</p> <p><b>b) Advocacy &amp; Fund Raising in non-profit organization:</b>  Meaning, steps in building support for advocacy, advocacy tactics: lobbying, Coalition Building, outreach to media, educating policy makers on issues, educating public on policy issue, building relationship with policy maker. Distinctive characteristics of advocacy groups, Steps in crafting an advocacy plan, steps in engaging policy makers for lobbying, advocacy v/s lobbying, Evaluating advocacy.</p> <p><b>Fund Raising:</b> meaning, Principles of fundraising, Fund raising cycle, The fund raising pyramid and donor life cycle.</p>	
<b>Unit-IV</b>	<p><b>Corporate Social Responsibility, innovations &amp; Ethics in nonprofit organizations</b></p> <p>a) <b>Corporate social responsibility:</b> CSR, Importance of CSR, history and evolution of CSR, Policy framework for CSR in India, Section 135 of Companies Act 2013, Role of CSR committee on Boards Code of Ethics in non-profit organization, hierarchy of ethical values in non-profit organization, careers in CSR.</p> <p>b) <b>Trends and Innovations:</b> Current trends, innovations and opportunities in CSR, Influence of non-profit organizations and their impact on corporate CSR, Challenges faced by non-profit organizations in India.</p> <p>c) <b>Non-Governmental Organization (NGO):</b> Meaning of Non-Government Organization (NGO), Difference between Voluntary Organization &amp; NGO, Steps of Voluntarism, Types of NGO: advocacy of chosen cause, Small or Grassroot NGO, Mother NGO, National NGO, corporate NGO, Global NGO's</p>	<b>15</b>
	<b>Total Lectures</b>	<b>60</b>



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
Note: 1. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required. 2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.

**\*\*Recommend Reading:\*\***

*Philip Kotler & Alan R Andersan, Strategic Marketing for nonprofit organization, 07th Edition, 2008, Prentice Hall.*

- *Banies, Fill & Rosengren (2016), Marketing, Oxford University Press.*
- *TCC Group & The California Endowment Fund, what makes an effective advocacy organization – A framework for determining advocacy capacity, June 2009, TCC Group.*
- *Global CSR Summit, A study by Ernst & Young and PHD Chamber, 2013.*
- *PWC & CII, Handbook on Corporate Social responsibility, 2013, CII Development Initiative Council.*
- *Sahu Pani, Non- Governmental Organisations Development Actors, 2010, Himalaya Publishing, New Delhi*
- *O.P.Goel, Strategic Management & Policy issues of NGO's, 2004, Isha Books, Delhi*
- *B.R., Nanda, NGO Management, 2010, Surendra Publications, New Delhi*
- *Snehlata Chnadra,,Guidelines for NGOs Management in India, 2003, Kanishka Publishers, Distributors, New Delhi*
- *Shilaja Nagendra, Voluntary Organisations & Social Work,2007, Oxford Book Company, Jaipur*





## Group C: Human Resource Major

### **Training & Development in HRM**

**COURSE CODE: U24MS4MJH01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Course Objectives**

1. Define Training and Development and its role within an organization.
2. Select appropriate training methods based on learning objectives and content and Design engaging and interactive training materials.
3. To study the concept of management development
4. To study the concept of Talent Management and Knowledge management

#### **Learning Outcomes**

On completion of this course, learners will be able to:

1. Define key terms in Training and Development (T&D) like training needs assessment, , learning objectives, and instructional methods.
2. Explain the role and importance of T&D within an organization's success.
3. Identify various models of T&D and their applications.
4. Understand and analyse the concept of Talent management and knowledge management within an organization

<b>Unit No.</b>	<b>Topic</b>	<b>No of Lectures</b>
<b>Unit-I</b>	<ul style="list-style-type: none"><li>• Overview of training– concept, scope, importance, objectives, features, need and assessment of training.</li><li>• Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis),</li><li>• Assessment of Training Needs, Methods &amp; Process of Needs Assessment.</li></ul>	15
<b>Unit-II</b>	<b>Training in Practice</b> Methods of Training Types–On the Job &Off the Job Method. <ul style="list-style-type: none"><li>• Criteria for Training Designing</li><li>• Implementation– an effective training program.</li></ul> Role of Technology in Training	15



<b>Unit-III</b>	<b>Concept of Management Development</b> <ul style="list-style-type: none"> <li>• Concept of Management Development.</li> <li>• Process of MDP.</li> <li>• Programs &amp; methods, importance, evaluating a MDP.</li> </ul>	<b>15</b>
<b>Unit – IV</b>	<b>Talent management &amp; Knowledge management</b> <ul style="list-style-type: none"> <li>• Talent management –Introduction ,Measuring Talent Management, Integration &amp; future of TM, Global Talent Management</li> <li>• Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management ,</li> </ul> <p style="text-align: center;">Latest Trends in Talent Management</p>	<b>15</b>

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

**Internal assessment 40% i.e. 20 marks & Semester end examination 60% i.e. 30 marks**

**(A) Internal Assessment 20 marks**

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

**B) Semester end examination 60 marks**  
**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<b>Note:</b> Q.1 and 2 - 15 marks question may be divided into sub questions of 7 and 8, if required. Q.3 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (24 out of 60) in semester end examination.

**References:**

1. Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
2. Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York
3. Employee Training and Development - Raymond Noe
4. Every Trainers Handbook- Devendra Agochia
5. 360 Degree Feedback, Competency Mapping and Assessment Centre- Radha Sharma
6. Training and Development- S.K. Bhatia.

**Conflict & Negotiation**

**COURSE CODE: U24MS4MJH02**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

**Objectives:**



- To understand the nature of conflicts, their causes and outcomes
- To study the aspects of conflict management and how to handle them effectively
- To get insight into negotiations and negotiation process
- To understand the role of third party negotiation and skills for effective negotiations

**Objectives:**

- Students will be able to Understand Conflict
- Develop effective negotiation strategies and tactics
- Apply conflict resolution models and frameworks

Sr. No	Syllabus	No. of lectures
01	<p><b>Module -1-</b> Overview of Conflict</p> <p>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. • Meaning of Industrial/ Organizational Conflict, Causes, Benefits and Limitations of Conflicts to the Organization. • Conflict Outcomes - win-lose, lose-lose, compromise, win-win. • Five belief domains of Conflicts – Superiority, Injustice, Vulnerability, Distrust, Helplessness</p>	15
02	<p><b>Module-2 –Conflict Management</b></p> <p>Meaning of Conflict management, Need and Importance of Conflict management, Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, Collaborative. Strategies for resolving conflicts at – Intra-personal, Inter-personal, Intragroup and Inter group levels. • Prevention of Industrial Conflicts – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining. • Settlement of Conflicts – Investigation, Mediator, Conciliation, Voluntary arbitration, compulsory arbitration, labour courts, industrial tribunals, national tribunals</p>	15



03	<p><b>Module-3 - Overview of Negotiation</b></p> <p>Negotiation - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation • Role of Communication, Personality and Emotions in Negotiation. • Distributive and Integrative Negotiation (concepts) • Cross-Cultural Negotiation – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation. • Types of Negotiations in Corporates/ Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations • International Negotiations - Meaning, Factors affecting negotiation</p>	15
04	<p><b>Module-4 Managing Negotiations, Ethics in Negotiation and 3D Negotiation</b></p> <p>Third Party Negotiation 1. Mediation - Meaning, Role of Mediator 2. Arbitration – Meaning, Role of Arbitrator 3. Conciliation – Meaning, Role of Conciliator 4. Consultation – Meaning, Role of Consultant • Skills for Effective Negotiation • Negotiation as an Approach to Manage Conflicts. • Ethics in Negotiation – Meaning, Need, Ethically Ambiguous Negotiation Tactics. • Culture and Negotiation – Meaning, Influence of culture on negotiations • 3D Negotiation – Meaning, The 3 Dimensions for successful negotiations</p>	15

### References:

- *Conflict and Negotiation, Vipul BMS Series,,Prerna Sharma,Parveen Nagpal,Mitali Shelankar,\$th Edition.*
- *Negotiation and Conflict Management,Dr.Pooja Shaheen Ahmed,pratishthaa film and media ,ISBN 13-978-9387849082*
- *Conflict Management – A practical guide to developing negotiation strategies, 1<sup>st</sup> edition,Barbara Budjac Corvette Ph.D*
- *Negotiation at work : Turn small wins into big gains,Deborah N.kolb and jessica L.Porter.*



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- **Semester end examination 60% i.e. 60 marks**

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<b>Note:</b>	
3. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required.	
4. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination



## **Group A: Finance Minor**

### **Corporate Finance**

**COURSE CODE: U24MS4MIF01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Course Objectives:**

The syllabus is aimed to achieve the following objectives:

4. To develop a conceptual frame work of finance function
5. To impart knowledge regarding source of finance for a business
6. To acquaint the participants with the tools techniques and process of corporate financial management.

#### **Course Outcome:**

The learners will be able to:

5. Understand different sources to raise fund for business
6. Decide upon the right structure of corporate finance.
7. Able to use various tools and techniques in capital structure decisions





<b>Unit No.</b>	<b>Topic</b>	<b>No. of Lectures Required</b>
<b>Unit-I</b>	<p>Introduction To Corporate Finance:</p> <p>Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds</p> <p>Introduction to Sources of Funds – Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities</p>	15
<b>Unit-II</b>	<p>Time Value of Money</p> <p>Introduction to Time Value of Money – compounding and discounting</p> <p>Importance of Risk and Return analysis in Corporate Finance</p> <p>Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)</p>	15
<b>Unit - III</b>	<p>Capital Structure and Leverage</p> <p>Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision.</p> <p>Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.</p> <p>Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.</p>	15
<b>Unit - IV</b>	<p>Role of Regulatory Authorities in Corporate Finance</p> <p>Companies Act 2013 provisions related to capital structure Public deposits and RBI regulations, Company deposits and SEBI regulations,</p>	15
	<b>TOTAL (HOURS)</b>	<b>60</b>



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

### (A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

### B) Semester end examination 60 marks

#### PAPER PATTERN

Duration: 2 hours
Total Marks: 60



Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<p>Note:</p> <ol style="list-style-type: none"> <li>Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required.</li> <li>Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.</li> </ol>	

**Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.**

**References:**

1. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd
2. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
3. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH
4. Prasanna Chandra - Financial Management - Tata - McGraw Hill

**Group B: Marketing Minor**

**Integrated Marketing Communication**

**COURSE CODE: U24MS4MIM01**

**1 credit - 15 lectures**

**COURSE CREDIT: 04**

**1 lecture- 60 minutes**

**Course Outcomes (CO)**



- To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program.
- To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.

#### Course Outcomes

- Understand the concept of IMC
- Identify and analyze the elements of the IMC mix:
- Develop IMC plans
- Measure and evaluate IMC campaigns

Unit No.	Topic	No. of Lectures required
Unit-I	<p><b>Introduction to Integrated Marketing Communication</b></p> <ul style="list-style-type: none"> <li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li> <li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li> <li>• Communication process, Traditional and alternative Response Hierarchy Models</li> <li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li> </ul>	15
Unit-II	<p><b>Elements of IMC – I</b></p> <p>Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</p> <ul style="list-style-type: none"> <li>• Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.</li> </ul>	15



<b>Unit-III</b>	<p><b>Elements of IMC – II</b></p> <ul style="list-style-type: none"> <li>• Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</li> <li>• Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</li> <li>• Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>	<b>15</b>
<b>Unit-IV</b>	<p><b>Evaluation &amp; Ethics in Marketing Communication</b></p> <ul style="list-style-type: none"> <li>• Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate</li> <li>Test Markets – competitive responses, scanner data, Purchase simulation tests</li> <li>• Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• Current Trends in IMC – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>	<b>15</b>
<b>Total Lectures</b>		<b>60</b>

**SCHEME OF EXAMINATION**

**The scheme of examination shall be divided into two parts:**



- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

**(A) Internal Assessment 40 marks**

Description	Marks
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>

**B) Semester end examination 60 marks**

**PAPER PATTERN**

Duration: 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks



Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<p><b>Note:</b></p> <ol style="list-style-type: none"> <li>Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required.</li> <li>Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.</li> </ol>	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester-end examination.

**References:**

1. Belch, Michael, Belch, George "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010
2. Clow, Kenneth E ;Baack, Donald E "Integrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
3. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006
4. Shah, Kruti ;D'Souza, Allan, "Advertising and IMC", Tata Mcgraw Hill 2014
5. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
6. Dutta, Kirti, "Integrated Marketing Communication" Oxford University Press, 2016
7. Gopalakrishnan, P S, "Integrated Marketing Communication: Concepts and Cases", ICFAI University Press, 2008



## **Group C: Human Resource Minor**

### **Change Management**

**COURSE CODE: U24MS4MIH01**

**COURSE CREDIT: 04**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Course Objectives**

1. To study the concept theories and models of Change Management
2. To study the impact of change in organizational context
3. To study factor of resistance to change
4. To study the effective implementation of change and its advantages

#### **Learning Outcomes**

On completion of this course, learners will be able to:

1. Understand and interpret the models of change
2. Understand and analyze the impact of change in real world scenario
3. Familiarize with the factors of resistance for change
4. Apply the concept of change management through case study





Unit No.	Topic	No of Lectures
<b>Unit-I</b>	<p>Introduction</p> <ul style="list-style-type: none"> <li>• Introduction &amp; levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational.</li> <li>• Organizational culture &amp; change.</li> <li>• Types &amp; Models of change –Kurt Lewin’s change model, Action Research, Expanded Process Model., A.J. Leavitts model.</li> </ul>	15
<b>Unit-II</b>	<p><b>Impact of Change</b></p> <ul style="list-style-type: none"> <li>• Change &amp; its implementation.– individual change: concept, need, importance &amp; risk of not having individual perspective.</li> <li>• Team Change –concept, need, importance &amp; limitation</li> <li>• Change &amp; its impact– Resistance to change &amp; sources- sources of individual resistance, sources of organizational resistance</li> </ul>	15
<b>Unit-III</b>	<p><b>Resistance to Change</b></p> <ul style="list-style-type: none"> <li>• Overcoming Resistance to change – Manifestations of resistance, Six box model</li> <li>• Minimizing RTC.</li> <li>• OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching &amp; mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress.</li> </ul>	15
<b>Unit – IV</b>	<p><b>Effective implementation of change</b></p> <ul style="list-style-type: none"> <li>• Effective implementation of change–change agents and effective change programs.</li> <li>• Systematic approach to change, client &amp; consultant relationship</li> <li>• Classic skills for leaders</li> <li>• Case study on smart change leaders, case lets on Action research.</li> </ul>	15



## SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks &

Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	20
Q.1 Multiple choice Questions/True or False - 5 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 5 Marks	
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	15
Class Participation	5
<b>Total</b>	<b>40</b>



**B) Semester end examination 60 marks**  
**PAPER PATTERN**

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15 Marks
Q.2 15 marks OR 15 marks	15 Marks
Q.3 15 marks OR 15 marks	15 Marks
Q.4 15 marks OR 15 marks	15 Marks
<b>Total</b>	<b>60</b>
<b>Note:</b> Q.1 and 2 - 15 marks question may be divided into sub questions of 7 and 8, if required. Q.3 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (24 out of 60) in semester end examination.

**References:**

1. Organisational Development by French and Bell
2. An experiential approach to O.D. by Harvey and Brown
3. Consultants and Consulting Styles by Dharani Sinha P.
4. Kavita Singh- Organization change
5. S.K. Bhatia- Organisational Change-
6. K.Ashwathapa- Management & OB, HRM.
7. Radha Sharma- Training & Development



## **SKILL ENHANCEMENT COURSE (SEC)**

### **Analysis of Financial Statements**

**COURSE CODE: U24MS4VSC01**

**COURSE CREDIT: 02**

**1 credit - 15 lectures**

**1 lecture- 60 minutes**

#### **Course Objectives:**

The syllabus is aimed to achieve the following objectives:

1. To develop a conceptual frame work of financial statement
2. To impart knowledge regarding Importance of analyzing financial statement in financial decision making
3. To acquaint the learners with the tools techniques of analyzing financial statements

#### **Course Outcome:**

The learners will be able to:

1. Understand different components of financial statements
2. Able to use various tools and techniques to analyze financial performance of companies.
3. Take informed investment decision.



Unit No.	Topic	No. of Lectures Required
Unit-I	<p>Analysis and Interpretation of Financial statements</p> <p>Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies</p> <p>Vertical Form of Balance Sheet and Profit &amp; Loss A/c - Trend Analysis, Comparative Statement &amp; Common Size Statement</p>	15
Unit-II	<p>Ratio analysis and Interpretation</p> <p>Meaning &amp; Importance of Ratio analysis, calculation and interpretation of ratios.</p> <p>Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</p> <p>Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</p> <p>Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio</p>	15
	<b>TOTAL (HOURS)</b>	<b>30</b>

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

**(A) Internal Assessment 20 marks**



Description	Marks
Internal tests Q.1 Multiple choice Questions/True or False - 05 Marks Q.2. Attempt 1 questions out of 2 questions (5 marks each) 05 Marks	10
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. <b>(Any one of these)</b>	05
Class Participation	05
<b>Total</b>	<b>20</b>



**B) Semester end examination 30 marks**

**PAPER PATTERN**

Duration: 1 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
<b>Total</b>	<b>30</b>
<p>Note:</p> <ol style="list-style-type: none"><li>1. Q.1, 2 and 3 - 10 marks questions may be divided into sub-questions of 5 marks, if required.</li><li>2. Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.</li></ol>	

**Passing criteria: Minimum 40% in Internal (08 out of 20) and 40% (12 out of 30) in semester-end examination.**

**References:**

6. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi
7. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
8. Srivastava R M, Essentials of Business Finance, Himalaya Publications
9. Gupta , SP - Management Accounting , Sahitya Bhawan , Agra



## Understanding Basic Forms of English Literature-2

COURSE CODE : U24MS4AEC01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is of 60 minutes

### \* Course Objectives:

1. To develop creative skills and narrative skills through close reading and appreciation of literary texts
2. To cultivate appreciation of language as an artistic medium and to help students to understand the performative aspect of the literary work.

### \* Course Outcomes:

1. Learner will be able to utilize the literary characteristics of the work of literature for professional development
2. Learner will be able to express effectively after understanding the performative aspect of the literary work

### Module-1 Study of Short Stories (Total 15 Lectures)

- 1.O'Henry :*The Last Leaf*
- 2.Doris Lessing: *The Habit of Loving*
3. Ruskin Bond: *The Night Train at Deoli*
- 4.R.K.Narayan: *An Astrologer`s Day*
- 5.SudhaMurty: *In Sahyadri Hills-A Lesson in Humility*

### Module-2 Study of Drama (Total 15 Lectures)

*A Doll's House* by Henrik Ibsen

### SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e.20 marks
- Semester end examination 60% i.e.30 marks

#### • A) Internal Assessment: Total 20 Marks

1	*Continuous Evaluation	10 Marks
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2	Role Plays / Group Discussion/Group Presentation	05 Marks
3	Attendance	05 Marks

*\*Application oriented activities will be conducted*

**B) Semesterend examination30marks**

Question no.1	A) OR B) Descriptive Question Module no.1	10 Marks
Question no.2	A) OR B) Descriptive Question Module no.2	10 Marks
Question no.3	A) Short Notes 2 out of 3 Module no.1 (5 Marks each) OR B) Short Notes 2 out of 3 Module no.2 (5 Marks each)	10 Marks

***Passing Criteria: 40% in Internal as well as in External (i.e.8 Marks in Internal exam of 20 marks and 12 marks in External exam of 30 marks respectively)***

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## Co –Curricular Course in – Leadership Summit

**Course Code:** U24CC4LS01

**Course Type:** Co-curricular

**Credits:** 4

### Course Objectives:

The syllabus is aimed to achieve the following objectives:

1. To develop self-awareness by understanding personal strengths, weaknesses, and leadership style.
2. To enhance communication skills, including active listening,
3. To develop strategies for building positive relationships with team members, peers, and stakeholders.
4. To strengthen decision-making abilities, considering both short-term and long-term implications.
5. To develop techniques to handle conflicts constructively and promote collaboration.

### Learning Outcome:

The learners will be able to:

1. Identify personal leadership strengths and areas for improvement.
2. Engage in active listening, express ideas clearly, and adapt communication styles.
3. Foster trust, collaboration, and respect within teams.
4. Evaluate options, consider consequences, and make sound decisions.
5. Use motivational techniques to boost team morale and productivity.



<b>Unit No.</b>	<b>Topic</b>	<b>No. of Lectures required</b>
<b>Unit-I</b>	Theory 1. Self-Awareness 2. Effective Leadership 3. Qualities and Responsibilities of Leaders 4. Leadership Styles 5. Team Building	15
<b>Unit-II</b>	Theory 1. Balancing Individual and Organizational Interest 2. Conflict & Stress Management 3. Change Management 4. Leading with Influence	15
<b>Unit-III</b>	Training 1. Creating Vision for the Event 2. Identifying Team Members and Building a high performing team 3. Resource Allocation, Monitoring and Control. 4. Media Management and Role of Media in Events 5. Managing diversity of opinion 6. Planning Organizing and conducting the event	15
<b>Unit-IV</b>	Participation in the Event – Leadership Summit Post Event Documentation, Accounting and Reporting Meeting Commitments with Sponsors and Other Parties	15
	<b>TOTAL (HOURS)</b>	<b>60</b>



The scheme of Examination shall be divided as follows.

**Continuous Evaluation Pattern**

<b>Description</b>	<b>Marks</b>
Attending lectures/ Training Sessions/ Seminars	30
Maintenance of work records	10
Active Participation in the Event	30
Quiz / Test / Report	20
Discussion/ Presentations / Viva-voce by faculty in charge	10
<b>Total</b>	<b>100</b>

**References:**

1. Mick Marchington and Adrian Wilkinson, Human Resource Management at Work -- People Management and Development- IIIrd Edition,
2. Armstrong, Michael, Baron, Performance Management, Jaico Publishers
3. Stress management by Susan R. Gregson
4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
5. Workforce Diversity Management: Challenges, Competencies and Strategies - Bahaudin Mujtaba
6. Event management, a professional approach By Ashutosh Chaturvedi



### National Service Scheme (NSS) Studies Paper-III

Course Code: U24CC4NSS03

Course Type: Co-curricular

Total Lectures per week (1 Period is 60 minutes) :

Credits: 4

Unit No.	Topic	No. of Lectures required
Unit-I	<b>Gender sensitivity and woman empowerment:</b> <ul style="list-style-type: none"><li>• Concept of gender- causes behind gender related problems</li><li>• Meaning of empowerment- schemes for woman empowerment in India</li></ul> <b>Special campaigning activity:</b> <p>Concept of camp: Identification of community problems- importance of group living- team building- adaption of village- planning for camp- pre, during and post campaigning activities</p>	15
Unit-II	<b>Disaster management:</b> <ul style="list-style-type: none"><li>• Disaster its meaning- its types and methods of preparedness</li><li>• Basic principles of disasters management, Disaster Management cycle</li><li>• Disaster Management Training</li></ul>	15
Unit-III	<b>Community Welfare field work/ Training (Minimum 2 Projects or 1 Camp and 1 Project)</b> <ul style="list-style-type: none"><li>• Community work in adopted village</li><li>• Disaster management training (Completion Certificate)</li><li>• Social awareness using various tools.</li></ul>	30
	<b>Total Lectures</b>	<b>60</b>

#### Course Outcomes (CO):

- Upon successful completion of this course, students will be able to:
  - CO1: Analyze the concept of gender and its impact on Gender Equality.
  - CO2: Advocate for women's empowerment and evaluate existing initiatives in India.
  - CO3: Design and implement a community campaign to address a specific social issue.
  - CO4: Explain the different types of disasters and essential preparedness methods.
  - CO5: Participate effectively in community fieldwork activities, including disaster management training and social awareness campaigns.



## **Learning Outcomes (LO):**

### **Unit 1: Gender Sensitivity and Women's Empowerment**

- LO 1.1: Define gender and differentiate it from sex.
- LO 1.2: Analyze the root causes of gender-related problems in society.
- LO 1.3: Explain the concept of women's empowerment and its significance.
- LO 1.4: Evaluate existing schemes for women's empowerment in India and identify areas for improvement.

### **Special Campaigning Activity**

- LO 2.1: Define the concept of a social campaign and its purpose.
- LO 2.2: Identify a pressing social issue within a specific community.
- LO 2.3: Explain the importance of group work and team building for successful campaigns.
- LO 2.4: Develop a plan for a community campaign, including pre-campaign activities, implementation strategies, and post-campaign evaluation.



## Unit 2: Disaster Management

- LO 2.5: Define disaster and differentiate between various types (natural, human-made).
- LO 2.6: Explain methods for disaster preparedness in different scenarios.
- LO 2.7: Analyze the basic principles of disaster management and its cyclical nature.

## Unit 3: Community Welfare Fieldwork/Training

- LO 3.1: Participate actively in community work within an adopted village.
- LO 3.2: Apply disaster management training in a simulated or real-world scenario.
- LO 3.3: Develop and deliver creative awareness campaigns using street plays, dance, or other artistic mediums.

		<b>Semester – III</b>	
<b>Course Name: National Service Scheme (NSS)</b>		<b>Course Code:</b>	
<b>Course Type</b>		<b>Co-curricular</b>	
<b>Focuses on</b>		<b>Skill Development</b>	
<b>Caters to</b>		<b>Local, National, Global</b>	
<b>Total Lectures per week (1 Period is 60 minutes)</b>		<b>2</b>	
<b>Credits</b>		<b>4</b>	
<b>Evaluation System</b>	<b>Continuous Evaluation</b>	<b>Hours</b>	<b>Marks</b>
		<b>60</b>	<b>50</b>
		<b>Total Marks</b>	<b>100</b>

\*For the Unit III – Students will be assigned Community Activity as per availability. They will be divided in a group of 20 and will be engaged for 20 hrs.

The scheme of Examination shall be divided as follows.

- **Continuous Evaluation Pattern**

<b>Description</b>	<b>Marks</b>
60 hours activity related work such as <ul style="list-style-type: none"><li>• Attending lectures</li><li>• Field work</li><li>• Maintenance of work record</li></ul>	30
Completion of Training	20



Viva-voce by faculty in charge/ Internal Test	20
Poster/ Presentation	20
Project Report	10
<b>Total</b>	<b>100</b>

### References:

1. National Service Scheme Manual (Revised) Government of India, Ministry of Youth Affairs and Sports, New Delhi
2. National Service Scheme Manual University of Mumbai
3. National Service Scheme Manual for NSS District Coordinators National Service Scheme Cell, Dept. of Higher and Technical Education, Mantralaya
4. Rashtriya Seva Yojana Sankalpana Prof. Dr. Sankey Chakane, Dr. Pramod Diamond Publication, Pune
5. Annual Report of National Service Scheme (NSS) Dept. of Higher and Technical Education Mantralaya. Dept. of Higher and Technical Education Mantralaya.
6. Training Programme on National Programme scheme, TISS.
7. Orientation Courses for N.S.S. Programme officers, TISS.
8. Social Problems in India, Ram Ahuja.
9. National Service Scheme in India : A Case Study of Karnataka, M. B. Dishad, Trust Publications, 2001
10. <http://www.thebetterindia.com/140/national-service-scheme-nss/>
11. <http://en.wikipedia.org/wiki/national-service-scheme>
12. <http://nss.nic.in/adminstruct>
13. <http://nss.nic.in/propexpan>
14. <http://nss.nic.in>
15. <http://socialworkness.org/about.html>





## DLLE - Social Work Performance

COURSE CODE: U24CC4DLLE03

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes.

### Course Objectives:

1. Students will acquire knowledge on Importance of social work and its benefits for their careers.
2. Learners will develop an understanding about the application of group behaviour and approaches in group work
3. Students will gain knowledge and will develop communication skills while spreading awareness on various government schemes.
4. Students will develop skills of communication while doing the surveillance, interview, discussion while working on impactful projects addressing various social issues.

### Learning outcome:

1. Learners will be able to apply their knowledge and become socially responsible citizen.
2. Understanding group behaviour and social attitude will help students to work with social groups in a smooth manner and achieve the goals
3. It will enable learners to develop communication skills while explaining government schemes to the people in society in a simpler manner.
4. Conducting various surveys and interviews will help students to develop interaction skills

Module No.	Syllabus	No of Hrs.
1	Importance of social work. History & philosophy of social work. Scope for a career in social work. Contribution of self help groups in society like guruh udyog/ mahila bachat gat (savings group) etc. Skit/street play/ various creative tools for social awareness	15
2	Groups- Definition, Types & Relevance Group Behavior and Social Attitude Group Work as a Method of Social Work Practice & Its Scope Importance of Community networking/ Social networking Team Building activities	15
3	Spreading Awareness and preparing Reports on various Government Schemes - Beti bachao, Beti padhao /Ayushman bharrath/Swachh bharrat abhiyan/Pradhan Mantri awas yojana /Digital india/ Sensitivity towards environment education/ Health and mental stability or any other government scheme.	15
4	Surveillance / Interview/ Discussion /Survey and detailed Report on the same	15
<b>Total Lectures</b>		<b>60</b>



## SCHEME OF EXAMINATION

**Total Marks: 100**

**Continuous evaluation pattern.**

Evaluation Criteria	Marks
MCQ/ Class test	20
Skit/ Short film/ content development in the form of posters, leaflets or any other form.	20
Activities performed for any of the projects 20-25 hours per semester and detail report/presentation	20
Surveillance / Interview/ Discussion /Survey and detailed Report/Presentation and viva voce	20
Field visit/ NGO visit / Community visit and report	20
<b>Total</b>	<b>100</b>

### References:

- Toseland, R.W., & Rivas, R.F. (2009). An introduction to group work practice (6th ed). Boston: Pearson/Allyn and Bacon.
- Trecker, H. (1972). Social group work, principles and practices. New York: Association Press.
- Wilson, G., & Ryland, G. (1949). Social group work practice: The creative use of the social process. Boston: Houghton Mifflin.
- Corsini, R. J. (2004). Current Psychotherapies with Case Studies, Hawaii: Wadsworth Publications
- Konopka, G. (1983). Social Group Work: A Helping Process (3rd Edition). New Jersey: Prentice Hall International
- Pathak, S. H. (1981). Social Welfare: An Evolutionary and Development Perspective, New Delhi: MacMillan Publications
- Payne, M. (2015). Modern social work theory. New York, NY: Oxford University Press.
- Skidmore, R. A., & Thackeray, M. G. (1982). Introduction to social work. Englewood Cliffs, NJ: Prentice Hall.
- <https://www.mudlle.ac.in>

