

SIES (Nerul) College of Arts, Science and Commerce
(Autonomous)

BACHELOR OF MANAGEMENT STUDIES (B.M.S.)

Sr. No.	Heading	Particulars
1	Title of the course	BACHELOR OF MANAGEMENT STUDIES
2	Eligibility for admission	HSC or Equivalent
3	Minimum percentage	45%
4	Semesters	III and IV
5	Level	UG
6	Pattern	03 years & 06 semesters CBGS
7	To be implemented from	From Academic year 2025-26 in a progressive manner



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.



Semester-3 Subjects		Course Name	Credits
I	Major Department Specific Course (DSC) (Any One Group)		
	Group Selected in Semester III will continue in Semester IV		
Major - Group A: Finance Major (All Courses In The Group Are Compulsory)			
1	U25MS3MJF01	Introduction to Cost Accounting	4
2	U25MS3MJF02	Corporate Restructuring	4
Major - Group B: Marketing Major (All Courses In The Group Are Compulsory)			
1	U25MS3MJM01	Integrated Marketing Communication	4
2	U25MS3MJM02	Consumer Behaviour	4
Major - Group C: Human Resource Major (All Courses In The Group Are Compulsory)			
1	U25MS3MJH01	Organization Behaviour	4
2	U25MS3MJH02	Recruitment & Selection	4
Major - Group D: Operations Management Major (All Courses In The Group Are Compulsory)			
1	U25MS3MJO01	Production Management	4
2	U25MS3MJO02	Service Operations Management	4
II	Minor Department Specific Courses (Any One Group)		
	Group Selected in Semester III will continue in Semester IV		
Group A: Finance Minor			
(Can Be Selected With Major in Marketing or Human Resource or Operations Management)			
4	U25MS3MIF01	Introduction to Financial Services	2
	U25MS3MIF02	Basics of Financial Services	2
Group B: Marketing Minor			
(Can Be Selected With Major in Finance or Human Resource or Operations Management)			
4	U25MS3MIM01	Introduction to Consumer Profiling	2
	U25MS3MIM02	Rural Marketing	2
Group C: Human Resource Minor			

(Can Be Selected With Major in Finance or Marketing or Operations Management)			
4	U25MS3MIH01	Motivation & Leadership	2
	U25MS3MIH02	Introduction to HRM	2
Group D: Operations Management Minor			
(Can Be Selected With Major in Finance or Marketing or Human Resource)			
4	U25MS3MIO01	Introduction to Logistics Management	2
	U25MS3MIO02	Inventory Management	2
III	Open Electives (OE) / Generic Electives Courses for Semester III (Any One)		
5	U25BE3E01	Introduction to the Indian Economy	2
5	U25CS3E01	Multimedia & Designing	2
5	U25ES3E01	Plastic & Environment	2
IV	VOCATIONAL SKILL COURSE (VC)		
6	U25MS3VSC01	Entrepreneurship Development	2
V	ABILITY ENHANCEMENT COURSE (AEC)		
7	U25MS3AEC01	Understanding Basic Forms of English Literature – I / Hindi	2
VII	CO-CURRICULAR COURSES (CC) (Any One)		
8	U25CC3LS01	Leadership Summit / NSS / DLLE / Sports	4
TOTAL CREDITS			22



Group A: Finance Major

Introduction to Cost Accounting

COURSE CODE: U25MS3MJF01

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	Introduction <ul style="list-style-type: none"> ➤ Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting-Advantages and disadvantages of Cost Accounting ➤ Elements of Costs-Cost classification (concept only) - - Installation of Cost Accounting System, ➤ Process (Simple and Inter process) ➤ Job Costing (Practical Problems) 	15
02	Elements of Cost <ul style="list-style-type: none"> ➤ Material Costing- Stock valuation (FIFO & weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems) ➤ Labour Costing – (Bonus and Incentive Plans) (Practical Problems) ➤ Overhead Costing- (Primary and Secondary Distribution) 	15
03	Cost Projection <ul style="list-style-type: none"> ➤ Cost Sheet (Current and Estimated) (Practical Problems) ➤ Reconciliation of financial accounts and cost accounting (Practical Problems) 	15
04	Emerging Cost Concepts <ul style="list-style-type: none"> ➤ Uniform Costing and Interfirm Comparison, ➤ Emerging Concepts – Target Costing, Benchmarking, JIT, ➤ The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard. 	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 Q.1 Multiple choice Questions/True or False - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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
Total	40



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

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



Corporate Restructuring

COURSE CODE: U25MS3MJF02

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.



Unit No.	Topic	No. of Lectures Required
Unit-I	<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
Unit-II	<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
Unit - III	<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
Unit - IV	<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
	TOTAL (HOURS)	60

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Description	Marks
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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
Total	40



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
Total	60
<p>Note:</p> <p>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.</p> <p>2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.</p>	

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. Ramnujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
4. Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi

Group B: Marketing Major

Integrated Marketing Communication

COURSE CODE: U25MS3MJM01

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	Introduction to Integrated Marketing Communication <ul style="list-style-type: none">• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing• Communication process, Traditional and alternative Response Hierarchy Models• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.	15
Unit-II	IMC – I	15



	<p>Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</p> <p>• 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.</p>	
Unit-III	<p>Elements of IMC – II</p> <p>• 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</p> <p>• 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</p> <p>• Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</p>	15
Unit-IV	<p>Evaluation & Ethics in Marketing Communication</p> <p>• 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</p> <p>Test Marketing – competitive responses, scanner data, Purchase simulation tests</p> <p>• Ethical and Marketing communication – stereotyping, targeting, vulnerable</p>	15

	<p>customers, offensive brand messages – legal issues – Commercial free speech,</p> <p>misleading claims, puffery, fraud, questionable B2B practices</p> <p>• Current Trends in IMC – Internet & IMC, Advertising on internet, PR through</p> <p>Internet Banner, Sales promotion on Internet, direct marketing on internet.</p>	
	Total Lectures	60



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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
Total	40

B) Semester end examination 60 marks

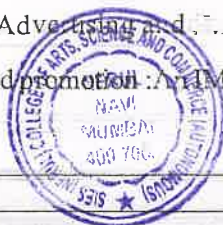
PAPER PATTERN

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
Total	60
<p>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.</p> <p>2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.</p>	

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. ... Souza, Allan, "Advertising and IMC" Tata ... 2014
5. Shuman, Lawrence, "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: U25MS3MJM02

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">• Introduction To Consumer Behaviour:• Meaning of Consumer Behaviour, Features and Importance• Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour• Profiling the consumer and understanding their needs• Consumer Involvement• Application of Consumer Behaviour knowledge in Marketing• Consumer Decision Making Process and Determinants of Consumer Behaviour	14

	• Behaviour, factors affecting each stage, and Need recognition.	
Unit-II	<p>Individual- Determinants of Consumer Behaviour</p> <p>Consumer Needs & Motivation (Theories - Maslow, Mc Cleland).</p> <ul style="list-style-type: none"> • Personality – Concept, Nature of personality, Freudian, non - Freudian <p>and Trait theories, Personality Traits and it's Marketing significance,</p> <p>Product personality and brand personification.</p> <ul style="list-style-type: none"> • Self Concept – Concept • Consumer Perception • Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude • Formation & Change. • Attitude - Concept of attitude 	16
Unit-III	<p>Environmental Determinants of Consumer Behaviour</p> <p>Family Influences on Buyer Behaviour,</p> <ul style="list-style-type: none"> • Roles of different members, needs perceived and evaluation rules. • Factors affecting the need of the family, family life cycle stage and size. • Social Class and Influences. • Group Dynamics & Consumer Reference Groups, Social Class & 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. • Cultural Influences on Consumer Behaviour <p>Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</p>	15
Unit-IV	<p>Consumer decision making models and New Trends</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"> • Diffusion of innovations Process of Diffusion and Adoption, Innovation, <p>Decision process, Impact on profiles</p> <p>E-commerce: The E-buyer vis-a vis the Brick and Mortar buyer.</p>	15



	Influences on E-buying	
	Total Lectures	60

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Description	Marks
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Q.1 Multiple choice Questions/True or False - 20 Marks	20
OR	
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40



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
Total	60
<p>Note:</p> <ol style="list-style-type: none">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. Gillman, L.G., Kanuk, L.L., & Kumar, R.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



Group C: Human Resource Major

Organization Behavior

COURSE CODE: U25MS3MJH01

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	Introduction to OB <ul style="list-style-type: none">• Meaning-Definition , Features- Nature and Scope of Organization Behavior• The Basic Assumptions of Organization Behavior• Major Disciplines and their Contributions to Organization Behavior Contemporary issues in Organization Behavior	15

Unit-II	Individual Behavior: <ul style="list-style-type: none"> • Factors Affecting Individual Behavior • Basic Psychological Process-Personality, Determinants Of Personality Personality Traits • Perception, Perceptual Process- Factors Affecting Perception Motivation and Motivation Theories	15
Unit-III	Group Behavior <ul style="list-style-type: none"> • Concept of Group Dynamics • Features of Group , Types of Group Behaviour, • Formal and Informal Group Behaviour-Group Norms Group Cohesiveness. Teams-Team Building-Team Roles- Team Norms- Team Cohesiveness.	15
Unit - IV	Implications of Behavior <ul style="list-style-type: none"> • Leadership • Organization Culture • Power & Politics Stress and its implications	15

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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
Total	40

B) Semester end examination 60 marks

PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
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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
Total	60
<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: U25MS3MJH02

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>Module -1- Recruitment</p> <ul style="list-style-type: none"> ➤ Concepts of Recruitment--Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment. ➤ Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis ➤ Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. ➤ Source or Type of Recruitment– 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). ➤ Technique of Recruitment-Traditional Vs Modern Recruitment ➤ Evaluation of Recruitment-Outsourcing Programme 	15



02	Module-2 - Selection <ul style="list-style-type: none"> ➤ Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). ➤ Screening-Pre and Post Criteria for Selection, Steps of Selection ➤ Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. ➤ Selection Hurdles and Ways to Overcome Them 	15
03	Module-3 Induction <ul style="list-style-type: none"> ➤ Induction-Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective ➤ Orientation & On boarding-Programme and Types, Process. ➤ Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics ➤ Current trends in Recruitment and Selection Strategies– with respect to Service, Finance, I.T., Law And Media Industry 	15

04	Module-4 – Communication and Interpersonal Skills <ul style="list-style-type: none"> ➤ Preparing Bio-data and C.V.and Linked in Profile ➤ Social and Soft Skills – Group Discussion & Personal Interview, Video and Tele Conferencing Skills, Social media skills ➤ Presentation and Negotiation Skills, Aesthetic Skills, ➤ Etiquettes-Different Types and Quitting Techniques. ➤ Exit Interview-Meaning, importance. 	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

Description	Marks
Internal tests of 20 marks each Q.1 Multiple choice Questions/True or False - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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
Total	40

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
Total	60
<p>Note:</p> <ol style="list-style-type: none">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.



Group D: Operations Management Major

Production Management

COURSE CODE:

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

1. Understand the fundamental concepts of production management and its role in business.
2. Analyze different types of production systems and facility layouts.
3. Learn production planning and control (PPC) techniques for optimizing efficiency.
4. Understand inventory management, material requirement planning (MRP), and Just-in-Time (JIT) strategies.
5. Evaluate the importance of quality management and modern production techniques in business competitiveness.
6. Gain insight into automation, Industry 4.0, and sustainable production practices.

Learning Outcomes:

Upon completion of this course, students will be able to:

1. Explain the role of production management in a company's supply chain.
2. Apply basic production planning, scheduling, and control techniques to optimize production efficiency.
3. Design and analyze facility layouts for different production systems.
4. Manage inventory effectively using EOQ, JIT, and MRP techniques.
5. Implement quality control measures such as TQM, Six Sigma, and Kaizen.
6. Understand how technological advancements such as AI, IoT, and automation impact production management.

Sr. No	Syllabus	No. of lectures
01	<p>Introduction to Production Management</p> <p>Basics of Production & Operations Management</p> <p>Definition and scope, Difference between Production & Operations Management, Role of production in business strategy,</p> <p>Types of Production Systems, Job production, Batch production, Mass production, Continuous production, Characteristics and applications,</p> <p>Facility Layout and Location Planning, Factors affecting facility location, Types of facility layouts (Product, Process, Fixed-position, Cellular)</p> <p>Numerical Applications:</p> <p>Facility location decision-making using cost analysis</p> <p>Simple calculations on efficiency and productivity</p>	15
02	<p>Production Planning, Scheduling</p> <p>Production Planning and Control (PPC)</p> <p>Objectives and functions of PPC</p> <p>Master Production Schedule (MPS)</p> <p>Aggregate Planning</p> <p>Scheduling and Workload Balancing</p> <p>Gantt charts, Sequencing rules (FCFS, SPT, LPT)</p> <p>Critical Path Method (CPM) and PERT (Basic Understanding)</p>	15
03	<p>Inventory Management Techniques</p> <p>Economic Order Quantity (EOQ) Model</p> <p>ABC Analysis for inventory classification</p> <p>Just-in-Time (JIT) and Vendor-Managed Inventory (VMI)</p> <p>Numerical Applications:</p> <p>EOQ and reorder point calculations</p> <p>Gantt chart preparation and simple scheduling problems</p>	15



04	Modern Trends in Production Management Automation and Industry 4.0 Role of AI, IoT, and Robotics in production Smart manufacturing and digital factories Sustainability and Green Manufacturing Eco-friendly production techniques Circular economy in manufacturing Global Supply Chain and Production Challenges Impact of globalization on production Risk management in production and supply chain	15
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References:

Books:

1. K. Aswathappa & Shridhara Bhat – *Production & Operations Management*
2. S. N. Chary – *Production & Operations Management*
3. Norman Gaither & Greg Frazier – *Operations Management*
4. William J. Stevenson – *Operations Management*

Articles & Reports:

1. Harvard Business Review: *The Future of Production Management*
2. McKinsey & Company: *Industry 4.0 & Smart Manufacturing*
3. World Economic Forum: *Sustainability in Manufacturing*
4. Deloitte Insights: *How AI is Changing Manufacturing*

Digital Tools & Platforms for Practical Learning:

- Inventory & Production Planning: Microsoft Excel, SAP ERP, Oracle SCM
- Project Management & Scheduling: Trello, GanttProject, Microsoft Project
- Quality Control & Data Analysis: MiniTab, Six Sigma Calculator

Learning Platforms: Coursera, edX, MIT OpenCourseWare

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 - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

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
Total	60
Note:	



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

Sl. No.	Question	Marks
01	a) Define the term 'Business Ethics'. b) Explain the importance of Business Ethics in the business world. c) Discuss the role of Business Ethics in the development of a business organization.	15
02	a) Define the term 'Business Ethics'. b) Explain the importance of Business Ethics in the business world. c) Discuss the role of Business Ethics in the development of a business organization.	15



Group D: Operations Management Major

Service Operations Management

COURSE CODE:

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

- Understand the fundamental principles of service operations.
- Analyze the role of technology in service industries.
- Apply service quality frameworks and performance measurement techniques.
- Develop strategies for service process improvement and innovation.

Learning Outcomes:

- Demonstrate knowledge of service operations strategies and their impact.
- Identify challenges in service delivery and suggest improvements.
- Utilize tools like Service Blueprinting and Queue Management.
- Apply Lean and Six Sigma concepts to service industries.

Sr. No	Syllabus	No. of lectures
01	Introduction to Service Operations <ul style="list-style-type: none">• Characteristics of Service Operations vs. Manufacturing• Classification of Services (Professional, Mass, Customer Contact)• Designing Service Systems: Service Blueprinting and Process Mapping• Role of Customer Experience and Expectations in Service Delivery	15
02	Service Quality and Performance Measurement <ul style="list-style-type: none">• Defining and Measuring Service Quality• SERVQUAL Model: Five Dimensions of Service Quality• Techniques for Improving Service Quality• Benchmarking and Best Practices in Service Performance	15



03	Managing Capacity and Demand in Services <ul style="list-style-type: none"> • Demand Forecasting for Services • Capacity Planning: Managing Fluctuations in Demand • Queue Management and Scheduling Techniques • Yield Management and Pricing Strategies in Services 	15
04	Technology and Innovation in Services <ul style="list-style-type: none"> • Role of Technology in Service Delivery • Automation and AI in Service Operations • Digital Transformation in Services (Cloud Computing, Big Data) • Case Studies: Banking, Hospitality, Healthcare 	15

References:

- Fitzsimmons, J. A., & Fitzsimmons, M. J. *Service Management: Operations, Strategy, Information Technology*. McGraw Hill.
- Metters, R., King-Metters, K., Pullman, M., & Walton, S. *Successful Service Operations Management*. Cengage Learning.
- Johnston, R., & Clark, G. (2018). *Service Operations Management: Improving Service Delivery*. Pearson.
- Haksever, C., Render, B., Russell, R. S., & Murdick, R. G. (2019). *Service Management and Operations*. Pearson.

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
Mini-Multiple Choice Questions/True or False - 10 Marks	

OR	
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

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
Total	60
Note: 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



Group A: Finance Minor

Introduction To Financial Services

COURSE CODE: U25MS3MIF01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objectives:

The syllabus is aimed to achieve the following objectives:

1. To acquaint the learner with the frame work of Indian financial system
2. To acquaint the learners with the role of regulators 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 regulatory authorities

Unit No.	Topic	No. of Lectures Required
Unit-I	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

Unit-II	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
	TOTAL (HOURS)	30

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 - 10 Marks OR 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 or Project Activity or Individual Activity/ Literature Review/ Book Review/ In-	05



depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. (Any one of these)	
Class Participation	05
Total	20

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
Total	30
<p>Note:</p> <ol style="list-style-type: none"> Q.1, 2 and 3 - 10 marks questions may be divided into sub-questions of 5 marks, if required. Q.3 May include theory (from 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:

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



Basics of Financial Services

COURSE CODE: U25MS3MIF02

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objectives:

The syllabus is aimed to achieve the following objectives:

3. To develop a conceptual frame work of financial system
4. To impart knowledge regarding core concepts of business finance and its importance in managing a business
5. 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:

3. Understand the framework of Indian Financial System
4. Understand the role of various financial service providers

Unit No.	Topic	No. of Lectures Required
Unit-I	Introduction to Capital Markets, Primary Market (New Issue Market), Secondary Market (Stock Market), Capital Market Instruments, Investment Strategies and Risk Analysis, Regulatory Framework of Capital Markets.	15
Unit-II	Concept, Basic Characteristics of Insurance, Principles of Insurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products. Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Types of Mutual Fund Schemes	15
	TOTAL (HOURS)	30



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 - 10 Marks OR 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. (Any one of these)	05
Class Participation	05
Total	20

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
Total	30
<p>Note:</p> <ol style="list-style-type: none">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 Minor

Introduction to Consumer Profiling

COURSE CODE: U25MS3MIM01

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">• Introduction To Consumer Behaviour:• Meaning of Consumer Behaviour, Features and Importance• Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour• Profiling the consumer and understanding their needs• Consumer Involvement• Application of Consumer Behaviour knowledge in Marketing• Consumer Decision Making Process and Determinants of Buyer• Behaviour, factors affecting each stage, and Need recognition.	10
Unit-II	Environmental Determinants of Consumer Behaviour Family Influences on Buyer Behaviour, <ul style="list-style-type: none">• Roles of different members, needs perceived and evaluation rules.• Factors affecting the need of the family, family life cycle stage and size.• Social Class and Influences.• Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influence of opinion leaders in diffusion of innovation and in purchase	10

	process. • Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.	
Unit-III	Diffusion, Innovations and New Trends • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying	10
	Total Lectures	30

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 - 10 Marks OR 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	5



(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)	
Class Participation	5
Total	20

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
Total	30
<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. & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Prentice Hall.

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: U25MS3MIM02

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	Introduction to Rural Market 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	Rural Marketing Mix 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	Rural Marketing Strategies Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies PUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based)	10

	Communication Strategy. Challenges in Rural 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;	
	Total Lectures	30

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 - 10 Marks OR 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/ Essay Writing. (Any one of these)	5



Class Participation	5
Total	20

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
Total	30
<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. 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. Gopalaswamy, T : Rural Marketing

Motivation & Leadership

COURSE CODE: U25MS3MIH01	COURSE CREDIT: 02
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COURSE CREDIT: 02

1 credit - 15 lectures 1 lecture- 60 minutes

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	<p>Module -1 Motivation-I and II</p> <p>Concept of motivation, Importance, Tools of Motivation.</p> <ul style="list-style-type: none"> ➤ Theory Z, Equity theory. ➤ Process Theories-Vroom's Expectancy Theory, Valency-Four drive model <p>Work-life balance – concept, differences, generation</p>	15



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

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 Q.1 Multiple choice Questions/True or False - 10 Marks OR 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. (Any one of these)	5
Class Participation	5
Total	20



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
Total	30
<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.

Introduction to HRM

COURSE CODE: U25MS3MIH02

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">• Define Human Resource Management (HRM) and its significance in organizational contexts.• Discuss the evolution of HRM and its role in contemporary business environments.• Outline the primary functions of HRM and their contributions to organizational success.• Explore the ethical and legal considerations in HRM practices.	15



Unit-II	Introduction to Human Resource Planning	
	<ul style="list-style-type: none"> Define Human Resource Planning (HRP) and its significance in organizational management. Discuss the objectives and importance of HRP in organizational effectiveness and sustainability. Explore the evolution of HRP and its role in addressing organizational challenges and opportunities. Outline the key components of the HRP process, including forecasting, analysis, and action planning. 	15
	Total Lectures	30

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 - 10 Marks OR 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 –	5

(Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student-Driven Activities/ Newspaper-reading/ Report Writing/Précis Writing. (Any one of these)	
Class Participation	5
Total	20

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
Total	30
<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 D: Operations Management Minor

Introduction to Logistics Management

COURSE CODE:

1 credit - 15 lectures

COURSE CREDIT: 02

1 lecture is 60 minutes

Course Objectives:

Upon successful completion of this course, students will be able to:

1. Understand the fundamental concepts and importance of business logistics.
2. Analyze key logistics processes, including transportation, warehousing, and inventory management.
3. Apply quantitative techniques to optimize logistics decisions.
4. Evaluate the impact of logistics on business performance and customer satisfaction.
5. Understand current trends and challenges in the field of logistics.

Learning Outcomes:

After completing this course, students will be able to:

1. Describe the components of a logistics system.
2. Evaluate different transportation modes and select the most appropriate option.
3. Design and manage warehouse operations effectively.
4. Optimize inventory levels and manage the flow of goods.
5. Analyze and improve logistics performance metrics.



Sr. No	Syllabus	No. of lectures
01	<p>Introduction to Business Logistics</p> <ul style="list-style-type: none"> ○ Definition and Scope of Business Logistics ○ Importance of Logistics in Business (Cost reduction, Customer Service, Competitive Advantage) ○ Key Logistics Processes (Transportation, Warehousing, Inventory Management, Order Fulfillment) ○ Logistics Activities (Planning, Implementation, Control) ○ Supply Chain Management and its relationship with Logistics (Upstream and Downstream flows) ○ Logistics Costs and Performance Metrics (Total Logistics Cost, Order Cycle Time, Delivery Performance, Inventory Turnover) 	15
02	<p>Key Logistics Functions and Contemporary Issues</p> <ul style="list-style-type: none"> ○ Transportation: Modes of Transportation (Road, Rail, Air, Sea, Pipeline), Intermodal Transportation, Transportation Selection Criteria (Cost, Speed, Reliability, Capability), Basic Route Planning concepts. ○ Warehousing: Warehouse Functions (Storage, Consolidation, Break-bulk, Value-added services), Warehouse Layout (Principles of efficient layout), Material Handling Equipment (Basic overview), Warehouse Management Systems (WMS) - Basic Concepts. ○ Inventory Management: Inventory Control Techniques (Brief overview including EOQ, Safety Stock - as covered in the Inventory Management course if it's a prerequisite. Focus on the logistics implications of inventory decisions), Inventory Deployment Strategies. ○ Sustainable Logistics and Green Supply Chains (Environmental impact of logistics, Reverse logistics, Green transportation and warehousing practices). ○ Global Logistics (Considerations for international shipping, documentation, customs, and incoterms – very brief overview) 	15

References:

1. Logistics Management: The Integrated Supply Chain by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper
2. Supply Chain Logistics Management by Sunil Chopra and Peter Meindl
3. The Handbook of Logistics and Distribution Management by Alan Rushton, Phil Croucher, and Peter Baker
4. Global Logistics and Transportation Management by John J. Coyle, Edward J. Bardi, and C. John Langley Jr.

CHEME 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 10 marks each	10
Q.1 Multiple choice Questions/True or False - 10 Marks	
OR	
Q.1 Multiple choice Questions/True or False - 5 Marks	05
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. (Any one of these)	05
Class Participation	
Total	20

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
Total	30
<p>Note:</p> <ol style="list-style-type: none">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.



Inventory Management

COURSE CODE: U25MS3MIO02

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

Upon successful completion of this course, students will be able to:

1. Understand the fundamental concepts and importance of inventory management.
2. Analyze different inventory models and their applications.
3. Apply quantitative techniques to optimize inventory decisions.
4. Evaluate the impact of inventory policies on business performance.
5. Understand the role of technology in modern inventory management

Learning Outcomes:

After completing this course, students will be able to:

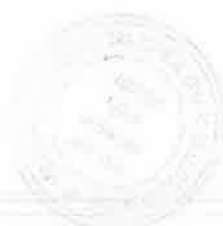
1. Classify different types of inventory and their characteristics.
2. Calculate key inventory metrics such as Economic Order Quantity (EOQ), Reorder Point (ROP), and safety stock.
3. Develop and implement inventory control policies.
4. Evaluate the performance of inventory systems.
5. Use inventory management software and tools.



Sr. No	Syllabus	No. of lectures
01	Introduction to Inventory Management Definition and Importance of Inventory Management Types of Inventory (Raw materials, Work-in-progress, Finished goods, MRO) Functions of Inventory Costs Associated with Inventory (Holding, Ordering, Shortage) Inventory Management Objectives Inventory Control Techniques (ABC Analysis, VED Analysis, FSN Analysis) Numerical Examples: Calculate the total inventory cost given holding, ordering, and purchase costs. Categorize inventory items using ABC analysis.	15
02	Inventory Models and Techniques Economic Order Quantity (EOQ) Model (with and without discounts) Reorder Point (ROP) Calculation Safety Stock Determination Inventory Control Systems (Perpetual, Periodic) Just-in-Time (JIT) Inventory Management Material Requirements Planning (MRP) – Basic Concepts Numerical Examples: Calculate EOQ for a given set of parameters. Determine the reorder point considering lead time and demand. Calculate safety stock for a desired service level. <ul style="list-style-type: none"> Compare the total cost of different inventory policies 	15

References:

1. Inventory Management: Concepts and Techniques by A.K. Mukhopadhyay
2. Inventory Control and Management by Donald Waters
3. Production and Operations Management by Chase, Jacobs, and Aquilano
4. Fundamentals of Inventory Management by Jon Schreibfeder



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 10 marks each	10
Q.1 Multiple choice Questions/True or False - 10 Marks	
OR	
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. (Any one of these)	05
Class Participation	05
Total	20



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
Total	30
<p>Note:</p> <ol style="list-style-type: none">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.

Introduction to the Indian Economy

COURSE CODE: U25BE3E01

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	MODULE I: Macro Economic Overview of India <ul style="list-style-type: none">• Overview of New Economic Policy-1991, - Role of Social Infrastructure with reference to education, health and family welfare.• Sustainable Development Goals and Policy measures: Make in India and other Skill Development and Training Programmes.• Foreign Investment Policy Measures in India – FDI- MNCs and their role.• Relevant case studies	15
02	MODULE II: Sectoral Analysis of Indian Economy <ul style="list-style-type: none">• Agricultural Sector- National Agricultural Policy, Objectives, Features, Agricultural pricing and agricultural finance, Agricultural Marketing Development	15



	<ul style="list-style-type: none"> • Industry & Service Sector- Competition Act 2003, Micro, Small and Medium Enterprises [MSME sector]- Classification and Role, Recent trends in Industrial Sector. • Service Sector: Recent trends, role and growth. Banking and Financial Market (Money Market and Capital Market)- Structure, recent trends, limitations • Relevant case studies 	
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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 - 10 Marks OR 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. (Any one of these)	5
Class Participation	5
Total	20

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
Total	30
<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.



OPEN ELECTIVE- Multimedia and Designing

COURSE CODE: U25CS3E01

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

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

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 semester end examination.



Plastics and Environment

COURSE CODE: U25ES3E01

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.
3. Explore innovative and sustainable packaging design principles.

Course Outcome

1. Explain fundamental packaging principles and properties 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.

1	Introduction	<ul style="list-style-type: none"> • Plastic Materials and their Properties in comparison with other packaging materials like paper, glass, metals, and textiles. • Life cycle assessment (LCA) of packaging materials • Material selection criteria: durability, recyclability, biodegradability, and compostability • Packaging Design Principles - Design for sustainability: reduce, reuse, recycle. • Packaging hierarchy: primary, secondary, and tertiary packaging • Ergonomics and user experience in packaging design 	10
2	Environmental Impacts of Packaging	<ul style="list-style-type: none"> • Environmental issues associated with packaging: waste generation, pollution, resource depletion. • Carbon footprint and greenhouse gas emissions of packaging • Case studies on the environmental impact of Plastics vs various packaging materials • Circular economy principles in packaging • Packaging Waste Management- Recycling processes and challenges • Extended Producer Responsibility (EPR) and product stewardship • Waste-to-energy technologies for packaging waste. • Case studies on successful packaging waste management initiatives 	10



3	Sustainable Packaging Innovations	<ul style="list-style-type: none"> • Biodegradable and compostable packaging • Bio-based plastics and their applications • Smart packaging technologies for freshness monitoring and shelf-life extension • Eco-design strategies for minimizing environmental impact 	10
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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 - 10 Marks OR Q.1 Multiple choice Questions/True or False - 05 Marks Q.2. Attempt 1 questions out of 3 questions (5 marks each) 05 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-	5

depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. (Any one of these)	
Class Participation	5
Total	20

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
Total	30
<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: U25MS3VSC01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

Unit No.	Topic	No. of Lectures required
Unit-I	Entrepreneurship & Development Programmes <ul style="list-style-type: none">• Understanding Entrepreneurship• Types of Entrepreneurs and Enterprises• Entrepreneurial Skills and Management• Business Planning and Development• Idea Generation and Feasibility Analysis• Business Plan Preparation• Legal structures of business (proprietorship, partnership, corporation)• Regulatory compliances and licenses• Intellectual property rights (IPR)	10
Unit-II	Latest Trends in Entrepreneurship <ul style="list-style-type: none">- Role of government in entrepreneurship development- Overview of key initiatives and policies- Introduction to various schemes and programs- Stand-Up India, Start-Up India, Make in India- Pradhan Mantri Mudra Yojana (PMMY)- Atal Innovation Mission (AIM)- SIDBI and MSME schemes	10
Unit – III	Source of Finance	10

	<ul style="list-style-type: none"> • Basics of financial planning • Sources of funding (self-funding, loans, investors, grants) • Budgeting and financial forecasting <p>-**Activities:**</p> <ul style="list-style-type: none"> - Case studies on successful funding stories - Exercises on creating financial forecasts 	
	Total	30

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 - 10 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 1 questions out of 5 questions (5 marks each) 05 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. (Any one of these)	5
Class Participation	5
Total	20

B) Semester end examination 30 marks

PAPER PATTERN

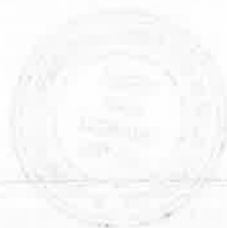
Duration : 2 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks OR 10 marks	10 Marks
Total	30
<p>Note:</p> <p>Q.1 and 2 - 10 marks question may be divided into sub questions of 5 and 5, if required.</p> <p>Q.3 May include theory (short notes) (Any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



- **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: U25MS3AEC01

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

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*

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
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(13 Marks in Internal exam of 20 marks and 12 marks in External exam of 30 marks respectively)

Co –Curricular Course in – Leadership Summit

Course Code: U25CC3LS01

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.



Unit No.	Topic	No. of Lectures required
Unit-I	Theory <ol style="list-style-type: none"> 1. Self-Awareness 2. Effective Leadership 3. Qualities and Responsibilities of Leaders 4. Leadership Styles 5. Team Building 	15
Unit-II	Theory <ol style="list-style-type: none"> 1. Balancing Individual and Organizational Interest 2. Conflict & Stress Management 3. Change Management 4. Leading with Influence 	15
Unit-III	Training <ol style="list-style-type: none"> 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
Unit-IV	Participation in the Event – Leadership Summit Post Event Documentation, Accounting and Reporting Meeting Commitments with Sponsors and Other Parties	15
	TOTAL (HOURS)	60

The scheme of Examination shall be divided as follows.

Continuous Evaluation Pattern

Description	Marks
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
Total	100

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



Open Electives (OE)/ Generic Electives
(Offered by the Department of Management Studies to
Other Departments)

Personality Development - II

COURSE CODE: **U25MS3OE01**

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	The Foundations of Leadership <ul style="list-style-type: none">• Defining leadership styles (e.g., transformational, democratic, servant)• Understanding the role of vision, mission, and values• Developing a growth mind-set and embracing challenges Effective Communication for Leaders <ul style="list-style-type: none">• Delivering clear, concise, and inspiring messages• Practicing active listening and providing constructive feedback	10
Unit-II	Motivat... ' De...	10

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

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
Total	50

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

SEMESTER IV

Semester-4 Subjects		Course Name	Credits
I	Major Department Specific Course (DSC) (Any One Group) Group Selected in Semester III will continue in Semester IV		
	Major - Group A: Finance Major (All Courses In The Group Are Compulsory)		
1	U25MS4MJF01	Strategic Cost Management	4
2	U25MS4MJF02	Corporate Finance	4
Major - Group B: Marketing Major (All Courses In The Group Are Compulsory)			
1	U25MS4MJM01	Advertising	4
2	U25MS4MJM02	Marketing for Non-Profit Organization	4
Major - Group C: Human Resource Major (All Courses In The Group Are Compulsory)			
1	U25MS4MJH01	Training & Development in HRM	4
2	U25MS4MJH02	Conflict & Negotiation	4
Major - Group D: Operations Management Major (All Courses In The Group Are Compulsory)			
1	U25MS4MJO01	Total Quality Management	4
2	U25MS4MJO01	Business Process Reengineering (BPR) and Digital Transformation	4
II	Minor Department Specific Courses (Any One Group) Group Selected in Semester III will continue in Semester IV		
	Group A: Finance Minor (Can Be Selected With Major in Marketing or Human Resource or Operations Management)		
3	U25MS4MIF01	Advanced Managerial Finance	4
Group B: Marketing Minor (Can Be Selected With Major in Finance or Human Resource or Operations Management)			
3	U25MS4MIM01	Integrated Marketing Communication	4
Group C: Human Resource Minor (Can Be Selected With Major in Finance or Marketing or Operations Management)			
3	U25MS4MIH01	Change Management	4
Group D: Operations Management Minor (Can Be Selected With Major in Finance or Marketing or Human Resource)			
3	U25MS4MIO01	Introduction to Supply Chain Management	4



III	Open Electives (OE) / Generic Electives Courses for Semester IV (Any One) Offered by Other Departments		
4		Introduction to International Economics	2
4		Photography	2
4		Advance Multimedia & Designing	2
IV		SKILL ENHANCEMENT COURSE (SEC)	
5	U25MS4SEC01	Analysis of Financial Statements	2
V		ABILITY ENHANCEMENT COURSE (AEC)	
6	U25MS4VEC01	Understanding Basic Forms of English Literature - II	2
VII		COMMUNITY ENGAGEMENT PROJECT (CEP)	
7	U25CC4CES01	Service Learning & Community Engagement	4
TOTAL CREDITS			22



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>Introduction to Strategic Cost Management (Only Theory)</p> <ul style="list-style-type: none"> ➤ Strategic Cost Management (SCM): Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, ➤ Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis & Value Engineering, Wastage Control, Disposal Management ➤ Business Process Re- engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost & Supply Cost, Cost Reduction & Product Life Cycle Costing (An Overview) 	15
02	<p>Activity Based Costing</p> <ul style="list-style-type: none"> ➤ Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC) ➤ Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems ➤ Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems) 	15
03	<p>Strategic Cost Management performance assessment (Only theory)</p> <ul style="list-style-type: none"> ➤ Cost Audit & Management Audit under companies Act, with reference to strategic assessment of cost & managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages & long-term perspective of cost Management. ➤ Six Sigma, Learning Curve, Praise Analysis and Simulation 	15

04	Variance Analysis & Responsibility Accounting (Practical Problems). <ul style="list-style-type: none"> ➤ Standard Costing (Material, Labour, Overhead, Sales & Profit) ➤ Responsibility Accounting –Introduction, Types & Evaluation of Profit Centre and Investment Centre 	15
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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 - 20 Marks	
OR	
Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40



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

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



Corporate Finance

COURSE CODE: U25MS4MJF02

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objectives:

The syllabus is aimed to achieve the following objectives:

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

Course Outcome:

The learners will be able to:

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

Unit No.	Topic	No. of Lectures Required
Unit-I	<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, Preference Shares, Debtor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities</p>	15
Unit-II	<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
Unit - III	<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
Unit - IV	<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
	TOTAL CREDITS	



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 - 20 Marks	
OR	
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

B) Semester end examination 60 marks

PART B

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
Total	60
<p>Note:</p> <ol style="list-style-type: none"> 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. 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
- Prasanna Chandra - Financial Management - Tata - McGraw Hill



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:

Unit No.	Topic	No. of Lectures required
Unit-I	Introduction to Advertising <ul style="list-style-type: none">• Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising• Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising• Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance• 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• Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising	15

Unit-II	<p>Strategy and Planning Process in Advertising</p> <ul style="list-style-type: none"> • Advertising Planning process & Strategy : Introduction to Marketing Plan, <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"> • Role of Advertising in Marketing Mix : Product planning, product brand policy, <p>price, packaging, distribution, Elements of Promotion, Role of Advertising in</p> <p>PLC</p> <ul style="list-style-type: none"> • Advertising Agencies – Functions – structure – types - Selection criteria for <p>Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</p>	15
Unit-III	<p>Creativity in Advertising</p> <ul style="list-style-type: none"> • Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – <p>persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</p> <ul style="list-style-type: none"> • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – <ul style="list-style-type: none"> • Creating the TV commercial – Visual Techniques, Writing – developing – <p>– billboard, other elements (Optical, Soundtrack, Music)</p>	15



	<ul style="list-style-type: none"> • Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness • 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 	
Unit-IV	<p>Budget, Evaluation, Current trends and careers in Advertising</p> <ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post testing <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"> • 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 • 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 	15
	Total Lectures	60

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 - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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
Total	40

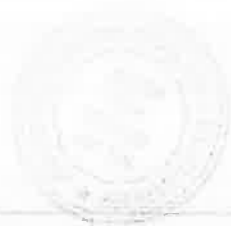


B) Semester end examination 60 marks

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
Total	60
<p>Note:</p> <ol style="list-style-type: none">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>Introduction to Non-profit Organization</p> <p>a) Non-profit organization: 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) Fundraising: meaning, common techniques to solicit funds, fund raising loyalty ladder, marketing and communication for fundraising</p>	15
Unit-II	<p>Segmenting Targeting Positioning, Product mix & Pricing mix in Non-profit organizations</p> <p>a) Segmentation, Targeting & Positioning of non-profit organizations: Strategic Marketing for Non-Profit Organization, Steps in Strategic Marketing of non-profit organization, Market Segmentation, Targeting & Positioning in non-profit organization</p> <p>b) Product mix & Pricing mix in non-profit organization: Budgeting, cost effective marketing mix, Cost Management, Product or offer in non-profit organization, level of</p>	15



	offer in non-profit organization, Pricing Objectives in non-profit organizations, Pricing	
	Strategies in non-profit organizations	
Unit-III	<p>Promotion mix, Place mix of non-profit organizations & advocacy of non-profit organizations</p> <p>a) Promotion Mix: Promotion of non-profit Organizations: Marketing Communication Strategies, Integrated Marketing Communication in nonprofit organizations, Image & reputation, Marketing Communication process, Marketing communication process, Role of Audience, message and vehicle in non-profit organization communication. Significance of place in non-profit organizations, Challenges for non-profit organizations in rural areas.</p> <p>b) Advocacy & Fund Raising in non-profit organization: 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>Fund Raising: meaning, Principles of fundraising, Fund raising cycle, The fund raising pyramid and donor life cycle.</p>	15
Unit-IV	<p>Corporate Social Responsibility, innovations & Ethics in nonprofit organizations</p> <p>a) Corporate social responsibility: 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) Trends and Innovations: Current trends, innovations and opportunities in CSR, Influence of non-profit organizations and</p>	15

	their impact on corporate CSR, Challenges faced by non-profit organizations in India.	
	c) Non-Governmental Organization (NGO) : Meaning of Non-Government Organization (NGO), Difference between Voluntary Organization & NGO, Steps of Voluntarism, Types of NGO: advocacy of chosen cause, Small or Grassroot NGO, Mother NGO, National NGO, corporate NGO, Global NGO's	
	Total Lectures	60



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 - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

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
Total	60
Note: 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.

****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

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



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

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.

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 Q.1 Multiple choice Questions/True or False - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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
Total	40

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
Total	60
<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.



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>Module -1- 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>Module-2 –Conflict Management</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>Module-3 - Overview of Negotiation</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,</p>	15

	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	
04	Module-4 Managing Negotiations, Ethics in Negotiation and 3D Negotiation 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	15

References:

- *Conflict and Negotiation, Vipul BMS Series,,Prerna Sharma,Parveen Nagpal,Mitali Shelankar,\$th Edition.*
- *Negotiation and Conflict Management,Dr.Pooja Shaheen Ahmed,pratishtaa film and media ,ISBN 13-978-9387849082*
- *Conflict Management – A practical guide to developing negotiation strategies,1st 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 - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

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
Total	60
Note: 5. Q.1, 2 and 3 - 15 marks questions may be divided into sub-questions of 7 and 8 or 10 and 5, if required. 6. 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 D: Operations Management Major

Total Quality Management

COURSE CODE:

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

1. Understand the fundamental concepts and principles of Total Quality Management.
2. Analyze and apply various quality management tools and techniques.
3. Develop and implement quality improvement initiatives.
4. Evaluate and measure the effectiveness of quality programs.
5. Understand the role of leadership and teamwork in TQM implementation.

Learning Outcomes:

Upon completion of this course, students will be able to:

1. Define and explain the core concepts of TQM, including customer focus, continuous improvement, and employee empowerment.
2. Apply quality management tools such as process mapping, cause-and-effect diagrams, control charts, and Pareto analysis to solve quality-related problems.
3. Develop a quality plan for a specific product or service, including setting quality goals, identifying key processes, and defining metrics.
4. Conduct a quality audit to assess the effectiveness of a quality management system.
5. Lead and participate in quality improvement teams, fostering collaboration and communication.

Sr. No	Syllabus	No. of lectures
01	<p>Foundations of Total Quality Management</p> <ul style="list-style-type: none"> Definition, history, and evolution of TQM * Core principles of TQM * Benefits and challenges of implementing TQM * Quality philosophies of Deming, Juran, Crosby, Ishikawa, and others * Ethical and social implications of quality * Quality frameworks and standards (e.g., ISO 9000, Baldrige Award) * Integrating quality with business strategy 	15
02	<p>Tools and Techniques for Quality Management</p> <p>Process mapping and analysis</p> <ul style="list-style-type: none"> * Data collection and analysis * Cause-and-effect analysis * Statistical process control (SPC) * Problem-solving methodologies * Failure mode and effects analysis (FMEA) * Lean principles and waste reduction * Quality function deployment (QFD) 	15
03	<p>Building and Implementing a Quality System</p> <ul style="list-style-type: none"> * Developing a quality plan * Quality system documentation * Quality audits and assessments * Implementing quality initiatives * Building a quality culture * Supplier quality management * Integrating quality with other business functions 	15



04	<p>Customer Focus, Continuous Improvement, and Performance Measurement</p> <ul style="list-style-type: none"> * Understanding customer needs and expectations * Customer satisfaction measurement and analysis * Customer relationship management (CRM) and quality * Continuous improvement methodologies * Performance measurement and metrics * Benchmarking and best practices * Data analysis and interpretation for quality improvement * Quality and innovation * Quality and sustainability 	15
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References:

Oakland, J. S. (2014). Total quality management and operational excellence: Text and cases. Routledge. (A widely used and comprehensive text)

Evans, J. R., & Lindsay, W. M. (2017). The management and control of quality. Cengage Learning. (Another strong text with a good balance of theory and application)

Pyzdek, T. (2014). The six sigma handbook: A complete guide for green belts, black belts, and managers at all levels. McGraw-Hill Education. (Focuses on Six Sigma, an important TQM methodology)

Womack, J. P., & Jones, D. T. (2003). Lean thinking: Banish waste and create wealth in your corporation. Free Press. (A foundational text on Lean principles)

Ishikawa, K. (1985). What is total quality control? The Japanese way. Prentice-Hall. (A classic work by one of the pioneers of TQM)

Deming, W. E. (2000). Out of the crisis. MIT Press. (A seminal book by Deming on quality management)

Additional Resources (Journals and Articles):

Quality Management Journal

International Journal of Quality & Reliability Management

Total Quality Management & Business Excellence

Harvard Business Review (for relevant articles on quality and leadership)

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 - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

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



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

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

Group D: Operations Management Major

Business Process Reengineering (BPR) and Digital Transformation

COURSE CODE:

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

- Introduce the concept of Business Process Reengineering (BPR).
- Analyze the impact of digital transformation on operations.
- Learn process mapping and redesign techniques.
- Develop strategies for implementing process improvement.

Learning Outcomes:

- Upon completion of this course, students will be able to:
- Explain the role of BPR in operational efficiency.
- Map and analyze business processes using BPMN (Business Process Model and Notation).
- Identify opportunities for digital transformation in operations.
- Implement process redesign strategies in real-world scenarios..



Sr. No	Syllabus	No. of lectures
01	<p>Fundamentals of Business Process Reengineering (BPR)</p> <ul style="list-style-type: none"> • Concept and Importance of BPR • Key Principles of BPR (Fundamental Rethinking, Radical Redesign) • Role of Information Technology in BPR • Business Process Mapping and Workflow Analysis 	15
02	<p>Process Improvement and Redesign</p> <ul style="list-style-type: none"> • Identifying Bottlenecks and Process Inefficiencies • Process Redesign Strategies and Implementation Challenges • Lean and Six Sigma in Business Process Optimization • Change Management and Leadership in BPR 	15
03	<p>Digital Transformation in Operations</p> <ul style="list-style-type: none"> • Role of AI, IoT, and Automation in BPR • Digital Twins and Simulation in Business Process Optimization • Robotics Process Automation (RPA) for Efficiency • Cloud Computing and Blockchain in Business Process Transformation 	15
04	<p>Case Studies and Implementation Challenges</p> <ul style="list-style-type: none"> • Successful BPR Case Studies (Banking, Manufacturing, Retail) • Common Pitfalls and Challenges in BPR Implementation • Measuring Success: KPIs and Performance Metrics in BPR • Future Trends in Business Process and Digital Transformation 	15

References:

- Hammer, M., & Champy, J. Reengineering the Corporation: A Manifesto for Business Revolution. Harper Business.
- Davenport, T. H. Process Innovation: Reengineering Work Through Information Technology. Harvard Business School Press.

- Harmon, P. (2019). Business Process Change: A Guide for Business Managers and BPM and Six Sigma Professionals. Morgan Kaufmann.
- Smith, H., & Finger, P. (2003). Business Process Management: The Third Wave. Meghan-Kiffer Press.

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 - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

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

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

Group A: Finance Minor
Advanced Managerial Finance

COURSE CODE: U25MS4MTF01

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
Unit-I	<p>Capital Budgeting</p> <p>Introduction to Time Value of Money – compounding and discounting</p> <p>importance of Risk and Return analysis in Business 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) Payback Period, Profitability Index,</p>	15
Unit-II	<p>Working capital & Receivables management</p> <p>Working capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations.</p> <p>Receivables management-Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical-Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</p>	15
Unit - III	<p>Cost of Capital –</p> <p>Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision.</p> <p>Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.</p>	15
Unit IV	<p>Sustainable Finance</p> <p>Introduction to sustainable finance, The evolution of sustainable finance, Key drivers and stakeholders, The business case for sustainability, ESG integration in financial decision-making</p> <p>Environmental Factors in Finance</p> <p>Climate change and its financial implications, Green finance and investment, Renewable energy and clean technology, Resource efficiency and circular economy, Environmental risk assessment and management</p>	15
	TOTAL (HOURS)	60

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 - 20 Marks OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 1 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
Total	40

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
Total	60
<p>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.</p> <p>2. Q.4 May include theory (short notes) (Any 3 out of 5) /Case Study in one of the options.</p>	

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 Minor

Integrated Marketing Communication

COURSE CODE: U24MS4MIM01

COURSE CREDIT: 04

1 credit - 15 lectures

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	Introduction to Integrated Marketing Communication <ul style="list-style-type: none">• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing• Communication process, Traditional and alternative Response Hierarchy Models• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, IMC-MAR, Problems in setting objectives,	15



	setting objectives for the IMC Program.	
Unit-II	<p>Elements of IMC – I</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"> • 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. 	15
Unit-III	<p>Elements of IMC – II</p> <ul style="list-style-type: none"> • 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 • 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 • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling 	15
Unit-IV	<p>Evaluation & Ethics in Marketing Communication</p> <ul style="list-style-type: none"> • Evaluating an Integrated Marketing program - Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy 	15

	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 simulation tests • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.	
	Total Lectures	60

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 - 20 Marks	20
OR	
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

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
Total	60

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



Group C: Human Resource Minor

Change Management

COURSE CODE: U24MS4MIH01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

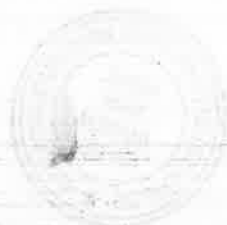
Course Objectives

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
Unit-I	<p>Introduction</p> <ul style="list-style-type: none"> • Introduction & levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational. • Organizational culture & change. • Types & Models of change –Kurt Lewin's change model, Action Research, Expanded Process Model., A.J. Leavitts model. 	15
Unit-II	<p>Impact of Change</p> <ul style="list-style-type: none"> • Change & its implementation.– individual change: concept, need, importance & risk of not having individual perspective. • Team Change –concept, need, importance & limitation • Change & its impact– Resistance to change & sources-sources of individual resistance, sources of organizational resistance 	15
Unit-III	<p>Resistance to Change</p> <ul style="list-style-type: none"> • Overcoming Resistance to change – Manifestations of resistance, Six box model • Minimizing RTC. • OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress. 	15



Unit – IV	Effective implementation of change	15
	<ul style="list-style-type: none"> • Effective implementation of change–change agents and effective change programs. • Systematic approach to change, client & consultant relationship • Classic skills for leaders • Case study on smart change leaders, case lets on Action research. 	

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

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 - 20 Marks	
OR	
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40



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
Total	60
<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.

Group D: Operations Management Minor

Introduction to Supply Chain Management

COURSE CODE:

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

1. To introduce students to the fundamental principles and components of supply chain management.
2. To develop analytical and problem-solving skills using numerical techniques in supply chain decision-making.
3. To understand the role of logistics, procurement, and inventory management in supply chain efficiency.
4. To apply forecasting methods and optimization techniques to enhance supply chain performance.
5. To explore technological advancements, sustainability, and global supply chain trends.

Learning Outcomes:

Upon completing this course, students will be able to:

1. Explain supply chain processes, strategies, and performance metrics.
2. Solve numerical problems related to demand forecasting, inventory control, and transportation optimization.
3. Analyze logistics and procurement strategies to reduce costs and improve efficiency.
4. Use quantitative methods to optimize supply chain decision-making.
5. Evaluate the impact of globalization, sustainability, and digital transformation on supply chains.

Sr.	Syllabus	No. of lectures
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01	<p>Introduction to Supply Chain Management</p> <ol style="list-style-type: none"> 1. Overview of Supply Chain Management <ul style="list-style-type: none"> - Definition and importance of SCM Key components: Procurement, manufacturing, distribution, logistics 2. Supply Chain Strategy and Design <ul style="list-style-type: none"> - Push vs. pull supply chains - Agile, lean, and hybrid supply chains 3. Key Performance Indicators (KPIs) in SCM <ul style="list-style-type: none"> - Cost, quality, service level, flexibility, responsiveness 4. Numerical Applications: <ul style="list-style-type: none"> - Break-even analysis for supply chain decisions - Cost-benefit analysis in sourcing and logistics 	15
02	<p>Demand Forecasting and Inventory Management</p> <ol style="list-style-type: none"> 1. Demand Forecasting Techniques <ul style="list-style-type: none"> - Qualitative methods: Delphi, expert opinion - Quantitative methods: Moving average, exponential smoothing, regression 2. Inventory Management Techniques <ul style="list-style-type: none"> - Economic Order Quantity (EOQ) - ABC analysis for inventory classification - Just-in-Time (JIT) and safety stock management 3. Numerical Applications: <ul style="list-style-type: none"> - Forecasting demand using moving average and exponential smoothing - EOQ calculations and reorder point determination 	15
03	<p>Logistics, Transportation, and Distribution</p> <ol style="list-style-type: none"> 1. Logistics and Transportation Management <ul style="list-style-type: none"> - Modes of transportation: Road, rail, air, sea - Third-party logistics (3PL) and fourth-party logistics (4PL) 2. Warehouse Management and Distribution Networks <ul style="list-style-type: none"> - Warehouse location decision-making - Picking and last-mile delivery 	15

	<p>3. Supply Chain Optimization Models</p> <ul style="list-style-type: none"> - Network design and facility location models - Route optimization for transportation efficiency <p>4. Numerical Applications:</p> <ul style="list-style-type: none"> - Cost minimization in transportation (Transportation Problem using Linear Programming - LP) - Network optimization problems using shortest path and minimum spanning tree methods 	
04	<p>Technology, Sustainability, and Global Supply Chains</p> <p>1. Digital Transformation in Supply Chain Management</p> <ul style="list-style-type: none"> - AI, IoT, and Blockchain in SCM - Role of automation and robotics in logistics <p>2. Sustainable and Ethical Supply Chains</p> <ul style="list-style-type: none"> - Green supply chain practices - Ethical sourcing and CSR in supply chain management <p>3. Global Supply Chain Challenges and Risk Management</p> <ul style="list-style-type: none"> - Disruptions: COVID-19, trade wars, climate change - Strategies for resilient supply chains <p>4. Numerical Applications:</p> <ul style="list-style-type: none"> - Risk assessment using probability and impact matrices - Cost analysis for sustainable supply chain initiatives 	15

References:

1. Sunil Chopra & Peter Meindl – Supply Chain Management: Strategy, Planning, and Operation
2. Martin Christopher – Logistics and Supply Chain Management
3. David Simchi-Levi, Philip Kaminsky & Edith Simchi-Levi – Designing and Managing the Supply Chain
4. Ronald H. Ballou – Business Logistics/Supply Chain Management

Articles & Reports:

1. Harvard Business Review: The Future of Supply Chains
2. McKinsey & Company. (2020). Reshaping Global Supply Chains



3. Deloitte Insights: Sustainability in Supply Chain Management

4. Gartner Reports: AI and Digital Transformation in Supply Chains

Additional Resources (Journals and Articles):

Quality Management Journal

International Journal of Quality & Reliability Management

Total Quality Management & Business Excellence

Harvard Business Review (for relevant articles on quality and leadership)

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 - 20 Marks	
OR	
Q.1 Multiple choice Questions/True or False - 10 Marks	
Q.2. Attempt 1 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. (Any one of these)	15
Class Participation	5
Total	40

B) Semester end examination 60 marks

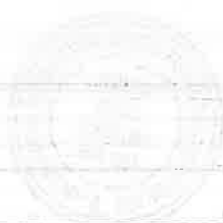
PAPER PATTERN

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



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

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



Introduction to International Economics

COURSE CODE:

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

- To familiarize students with an overview of International Economics.
- To orient students with the concepts related to Balance of Payment and Foreign Exchange Markets.

Learning Outcomes:

Upon completing this course, students will be able to:

- Learners will be able to discuss the basic theories and policies of International Economics.
- Learners will be able to examine the concepts of Balance of Payments and Foreign Exchange Market.

Sr. No	Syllabus	No. of lectures
01	MODULE I: Introduction to International Trade Theories of International Trade – Ricardo's Theory of Comparative Costs and the Heckscher- Ohlin Theory. Commercial Trade Policy –Free Trade and Protection – Pros and Cons. Tariff And Non-Tariff Barriers: Meaning, Types Relevant case studies	15
02	MODULE II: Balance of Payments and Foreign Exchange Market Balance of Payment: Meaning, Structure, Balance of Payment Disequilibrium-Types, Measures to control Disequilibrium: Depreciation, Devaluation Foreign Exchange Market: Meaning, Functions, Determination of Equilibrium Rate of Exchange, Spot and Forward Exchange Rates, Arbitrage Role of Central Bank in foreign exchange rate management, Managed flexible exchange rate system of India. Relevant case studies	15



References:

Kindleberger, C.P. (1973) International Economics, Homewood

Kenan, P.B. (1994), The International Economy, Cambridge University Press, London

Krugman, P.R. and M. Obstgold (1994), International Economics: Theory and Policy, Glenview, Foreman

Dwivedi D N (2013) International Economics: Theory and Policy, Vikas publishing House New Delhi

M.L. Jhingan – International Economics – Vrinda publication Pvt. Ltd – Delhi

Francis Cheunilam International Economics Tata McGraw – Hill Publishing co.Ltd.New Delhi.

Dominick Salvatore – International Economics – John Wiley & sons, Inc Singapore.

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 10 marks each	10
Q.1 Multiple choice Questions/True or False - 10 Marks	
OR	
Q.1 Multiple choice Questions/True or False - 05 Marks	
Q.2. Attempt 1 questions out of 3 questions (5 marks each) 05 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	5
Attendance and Class behavior	5
Total	20

B) Semester end examination 30 marks

PAPER PATTERN

Duration : 1 hours	
Total Marks: 30	
Q.1 10 marks OR 10marks	10 Marks
Q.2 10 marks OR 10 marks	10 Marks
Q.3 10 marks Two short notes out of four for 5 marks each or case study	10 Marks
Q.4 15 marks OR 15 marks	10 Marks
Total	30
Note: Q.1, 2 - 10 marks question 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 semester end examination.



Advance Multimedia and Designing

COURSE CODE: U25CS3E02

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 software's –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 software's 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	<p>Working with multiple images</p> <p>Mixing</p> <p>Selection marquee, Lasso, Magnetic lasso, feather, Slice tool, Erase too, Pen tool and image tracing, Clone tool, Stamp tool</p> <p>Image Effects Editing</p> <p>Burning, Dodging, Smudge, Sharpen, Blur, Eyedropper, Choosing color, Swatches, Color pick, Filters</p> <p>Working with Layers</p> <p>Layer basics</p> <p>Changing background, Gradient Moving linking aligning layers</p> <p>Applying Transformations, Masking layers, Masks and extractions</p> <p>Layer effects, Adjustment layers</p> <p>Wonders of Blend Modes</p> <p>Blend modes</p> <p>Advanced blending options</p> <p>Layer blends</p> <p>Fully Editable Text</p> <p>Text as art, Glyphs, Creative text</p> <p>Type mask tool, Image in text</p> <p>Text to path and Direct selection</p> <p>Path selection (black arrow)</p> <p>Creating Professional design using all the tool</p>	15



02	Introduction to Cascading Style Sheets, Concept of CSS, Creating Style Sheet, CSS Properties, CSS Styling (Background, Text-Format, Controlling Fonts), Working with block elements and objects, Working with Lists and Tables, CSS ID and Class, Box Model (Introduction, Border properties, Padding Properties, Margin properties	15
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References:

Textbooks:

- Photoshop Bible, McClelland ,Willey Publication
- Adobe Illustrator Classroom in a book: Adobe House
- InDesign: Classroom in a book Kelly Kordes and Tina DeJarld
Adobe

References:

- Adobe Premiere Pro: Practical Video Editing
- Dreamweaver: Web designing made easy: Todd Palamar

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 40 marks

Description	Marks
Internal tests Q.1 Multiple choice Questions/True or False - 10 Marks OR 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
One Project and Viva voce/Presentation/Case studies/Assignments	5
Attendance and Class behavior	5
Total	20

B) Semester end examination 30 marks PAPER PATTERN

Duration : 1 hours	
Total Marks: 30	
Q.1 10 marks OR 10 marks	10
Q.2 12 marks OR 10 marks	10
Q.3 10 marks OR 10 marks	10
Total	30
Note: 1. Q.1, 2, 3 - 10 marks question may be divided into sub questions if required. 2. 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 semester end examination.



Analysis of Financial Statements

COURSE CODE: U25MS4VSC01

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objectives:

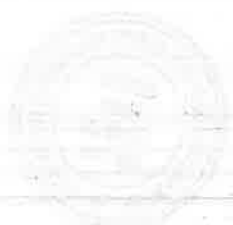
The syllabus is aimed to achieve the following objectives:

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 & Loss A/c - Trend Analysis, Comparative Statement & Common Size Statement</p>	15
Unit-II	<p>Ratio analysis and Interpretation</p> <p>Meaning & 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
	TOTAL (HOURS)	30

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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



(A) Internal Assessment 20 marks

Description	Marks
Internal tests Q.1 Multiple choice Questions/True or False - 10 Marks OR 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. (Any one of these)	05
Class Participation	05
Total	20

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
Total	30
<p>Note:</p> <ol style="list-style-type: none">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:

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 Financ, Himalaya Publications
9. Gupta , SP - Management Accounting, Sahitya Bhawan , Agra



Understanding Basic Forms of English Literature-2

COURSE CODE : U25MS4AEC01

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)

4 Dolls House 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
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)



Service Learning & Community Engagement

COURSE CODE: U25CC4CES01

COURSE CREDIT: 04

1 credit- 15 lectures

1 lecture- 60 minutes

Course Objectives:

- To understand community context and expertise
- To Effectively manage community-engaged projects
- To inculcate better sense of social responsibility and citizenship

Course outcome:

- Positive impact on students' academic learning
- Improves students' ability to apply what they have learned in "the real world"
- Positive impact on academic outcomes such as demonstrated complexity of understanding, problem analysis, problem-solving, critical thinking, and cognitive development

SR.No	Modules/ Units	No. of Lectures
	Module - I: Introduction to Service Learning and Community Engagement Concept and Importance of Service Learning, Concept and Importance of Volunteering, Problems and Limitations of Service learning Concept, Ethics of Community engagement, Practice of community engagement.	8
	Module -II: Project Research in Community Engagement Internship with NGO or Corporate CSR, Field Project	20
	Reflections and Transitions	2

SCHEME OF EXAMINATION:

Continuous Evaluation Pattern

Description	Marks
Online Quiz	20
Individual Assignment	20
Field Project and Submission of Project Report.	60
Total	100

Passing criteria: Minimum 40% ie 40 marks out of 100

References:-

- Service-Learning in Theory and Practice, The Future of Community Engagement in Higher Education, Dan W Butin, 2010.
- A Practitioner's Guide to Reflection in Service-Learning, Eyler, Janet S., Dwight E. Giles, and Angela Schmiede, Vanderbilt, 1996.
- Introduction to Community Development, Theory, Practice, and Service-Learning, Gary Paul Green, Jerry W. Robinson, Jr, 2011, SAGE Publications

[https://sustainingcommunity.wordpress.com/2013/07/09/ethics-and-community-engagement/\(Ethics of community engagement\)](https://sustainingcommunity.wordpress.com/2013/07/09/ethics-and-community-engagement/(Ethics-of-community-engagement))

