

**SIES (Nerul) College of Arts, Science and Commerce
(Autonomous)
Syllabus for Approval
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	V and VI
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.



SCHEME OF MODULES

SEMESTER V

Semester-5 Subjects	Course Name	Credits
Major (Core) Finance		
U25MS5MJF01	Investment Analysis and Portfolio Management	4
U25MS5MJF02	Commodities & Derivatives Markets	4
U25MS5MJK01	17th-Century India: Historical Perspectives on Management	2
Major (Core) Marketing		
U25MS5MJM01	E-Commerce	4
U25MS5MJM02	Sales & Distribution	4
U25MS5MJK01	17th-Century India: Historical Perspectives on Management	2
Major (Core) HR		
U25MS5MJH01	Performance Management & Career Planning	4
U25MS5MJH02	HRM in Global Perspective	4
U25MS5MJK01	17th-Century India: Historical Perspectives on Management	2
Major Elective Any One		
U25MS5MEF01	Direct Taxes	4
U25MS5MEM01	Global Economic Marketing	4
U25MS5MEH01	Industrial Law	4
Minor (Core) Any One		
U25MS5MIF01	Wealth Management	4
U25MS5MIM01	Customer Relationship Management	4
U25MS5MIH01	Strategic Human Resource Management	4
GE/OE Paper	---	---
VSC	---	---
SEC	---	---
AEC	---	---
VEC	---	---
FEP/C	U25MS5CEP01 Service Learning Project	4
		22



Group A: Finance Major

Investment Analysis and Portfolio Management

COURSE CODE: U25MS5MJF01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

- To acquaint the learners with various concepts of finance
- To understand the financial terms in the context of Investments of surplus income
- To understand various models and techniques of security and portfolio analysis

Learning Outcomes:

- To define and explain key financial terms encountered in media and apply them to real-world situations.
- To apply investment theories and strategies to analyze and optimize investment portfolios.
- To analyze individual securities using fundamental and technical analysis methods.
- To construct and manage diversified investment portfolios balancing risk and return.
- To identify and assess various types of investment risks and use tools to manage them

SN	Modules/ Units	No.of Lectures
1	Introduction to Investment Environment	
	a) Introduction to Investment Environment <ul style="list-style-type: none">· Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives b) Capital Market in India <ul style="list-style-type: none">· Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks	15
2	Risk - Return Relationship	
	a) Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.	15
3	Portfolio Management and Security Analysis	



	<p>a) Portfolio Management:</p> <ul style="list-style-type: none"> Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. <p>b) Security Analysis:</p> <ul style="list-style-type: none"> Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators. 	15
	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	
	<p>a) Theories:</p> <p>Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory</p> <p>b) Capital Asset Pricing Model:</p> <p>Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line</p> <p>c) Portfolio Performance Measurement:</p> <p>Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)</p>	15

Reference Book :

- Kevin. S, *Security Analysis and Portfolio Management*
 - Donald Fischer & Ronald Jordon, *Security Analysis & Portfolio Management*
 - Prasanna Chandra, *Security Analysis & Portfolio Management*
- Sudhindhra Bhatt, Security Analysis and Portfolio Management.*



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

A. Internal assessment 40% i.e. 40 marks

B. Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

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



Commodities and Derivatives Market

COURSE CODE: U25MS5MJF02

COURSE CREDIT: 04

1 credit – 15 lectures

1 lecture is 60 minutes

Course Objectives:

- To understand the concepts related to Commodities and Derivatives market
- To study the various aspects related to options and futures
- To acquaint learners with the trading, clearing and settlement mechanism in derivatives market.

Learning Outcomes:

- To understand the key concepts related to commodities and derivatives markets and their functioning.
- To analyze and differentiate between various types of derivatives, including options and futures.
- To demonstrate an understanding of the trading, clearing, and settlement processes in the derivatives market.
- To apply strategies for trading in commodity and derivative markets, considering risk and market conditions.
- To evaluate the role of derivatives in hedging, speculation, and price discovery in commodity markets.

SN	Modules/ Units	No.of lectures
1	Introduction to Commodities Market and Derivatives Market	
	a) Introduction to Commodities Market : <ul style="list-style-type: none">· Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India (Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities b) Introduction to Derivatives Market: <ul style="list-style-type: none">· Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures.	15
2	Futures and Hedging	



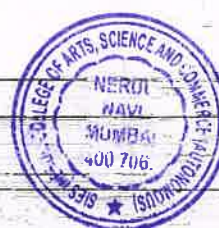
	<p>a) Futures:</p> <ul style="list-style-type: none"> · Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model <p>b) Hedging:</p> <ul style="list-style-type: none"> · Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge 	15
3	Options and Option Pricing Models	
	<p>a) Options:</p> <ul style="list-style-type: none"> · Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies <p>b) Options Pricing Models:</p> <ul style="list-style-type: none"> · Binomial Option Pricing Model, Black - Scholes Option Pricing Model 	15
4	Trading, Clearing & Settlement In Derivatives Market and Types of Risk	
	<p>a) Trading, Clearing & Settlement In Derivatives Market:</p> <ul style="list-style-type: none"> · Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement <p>b) Types of Risk:</p> <ul style="list-style-type: none"> · Value at Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN Margin 	15

Reference Book :-

- John C. Hull & Basu -Futures, options & other derivatives
- Robert McDonald, Derivatives market, Pearson education
- John Hull, Fundamentals of futures & options
- Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house
- K.Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
- Niti Chatnani, Commodity markets McGraw Hill Publication
- S. Kevin, Commodities & financial derivatives, PHI learning Pvt ltd
- Suni K Parmeswaran, Futures & options, McGraw Hill

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:



A. Internal assessment 40% i.e. 40 marks

B. Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

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



17th-Century India: Historical Perspectives on Management
(To be offered to All Three Specialization)

COURSE CODE: U25MS5MJK01

COURSE CREDIT: 02

1 credit – 15 lectures

1 lecture is 60 minutes

Course Objectives:

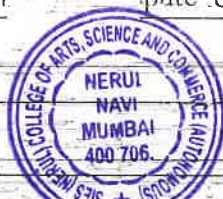
- To understand the diverse IKS related to management in the 17th century.
- To analyze the strengths and limitations of pre-modern management practices.
- To compare and contrast IKS with modern management theories.
- To appreciate the historical context and evolution of management thought.

To develop critical thinking skills in evaluating historical sources.

Learning Outcomes:

- Identify and explain key IKS concepts relevant to management in the 1600s.
- Analyze historical management practices using IKS frameworks.
- Critically evaluate the relevance of IKS to contemporary management challenges.
- Apply IKS principles to case studies from the period.
- Conduct independent research on specific aspects of IKS in management

Sr.No	Module	No. of Lectures
1	Foundations of IKS in Management <ul style="list-style-type: none">• Introduction to IKS: Definitions, characteristics, and scope.• Sources of IKS: Religious texts (e.g., Dharmashastras, Arthashastra), manuscripts, oral traditions, architectural and engineering marvels, guild practices.• Philosophy and Ethics in IKS: Concepts of Dharma, Karma, and their influence on management.• Social and Economic context of 17th-century India and its influence on management practices.	10
2	IKS in Trade and Commerce <ul style="list-style-type: none">• Organization of trade networks: Guilds (Shrenis), merchant associations, and their role in regulating trade.• Trade practices: Contractual agreements, credit systems, weights and measures, dispute resolution mechanisms.• Maritime trade: Shipbuilding, navigation, and management of trading fleets. Examples of prominent trading communities.• Case studies: Analysis of specific trading practices and their effectiveness.• Principles of governance: Role of the king, council of ministers, and other officials.• Administrative structure: Organization of the state, departments, and their functions.• Legal systems: Trade regulations, dispute resolution mechanisms, and	20



	justice administration. - • Military organization: Strategies, tactics, and management of armed forces.	
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References

- Kautilya. Arthashastra. (Multiple translations available)
- Manu. Manusmriti. (Multiple translations available)
- Altekar, A.S. State and Government in Ancient India.
- Habib, Irfan. The Agrarian System of Mughal India.
- Raychaudhuri, Tapan, and Irfan Habib (eds.). The Cambridge Economic History of India.
- Moreland, W.H. India at the Death of Akbar.
- Habib, Irfan. Essays in Indian History.
- Chandra, Bipan. Medieval India.



SCHEME OF EXAMINATION

The scheme of examination shall be divided as follows:

- Comprehensive Internal assessment 100% i.e. 50 marks

Description	Marks
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Practical Assignment/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing/Video Making. (Any one of these)	15
Project	20
Class Test/ Open Book Test/ Quiz	10
Class Participation	5
Total	50

Passing criteria: Minimum 40% (20 out of 50) in Comprehensive Internal Assessment.



Group B: Marketing Major

E-Commerce

COURSE CODE: U25MS5MJM01

COURSE CREDIT: 04

1 credit – 15 lectures

1 lecture is 60 minutes

Course Objectives:

- To understand increasing significance of E-Commerce and its applications in Business and Various Sectors
- To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business
- To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organisation.

Learning Outcome:

- To understand the growing importance of E-Commerce in modern business.
- To analyze the impact of E-Commerce on various industries and sectors.
- To explore different business models in E-Commerce, such as B2B, B2C, and C2C.
- To gain insights into digital marketing strategies on social media platforms.
- To evaluate the effectiveness of SEO, SEM, content marketing, and influencer marketing.



SN	Modules/ Units	No of lectures
1	Introduction to E-commerce	
	<ul style="list-style-type: none"> Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce Impact of E-Commerce on Business, Ecommerce in India Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce 	15
2	E-Business & Applications	
	<ul style="list-style-type: none"> E-Business: Meaning, Launching an E-Business, Different phases of Launching an E Business Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E Delivery, E-Auction, E-Trading. Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website 	15
3	Payment, Security, Privacy & Legal Issues in E-Commerce	
	<ul style="list-style-type: none"> Issues Relating to Privacy and Security in E-Business Electronic Payment Systems: Features, Different Payment Systems : Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. Types of Transaction Security E-Commerce Law : Need for e-commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000 	15



4	Digital Marketing	
	<ul style="list-style-type: none"> • Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. • Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. • Digital Marketing on various Social Media platforms. • Online Advertisement, Online Marketing Research, Online PR • Web Analytics • Promoting Web Traffic • Latest developments and Strategies in Digital Marketing. 	15

Reference Book:-

- D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd
- Bajaj Kamlesh K,E-Commerce- The cutting edge of Business
- Whiteley David, E-Commerce Technologies and Applications-2013
- E-Business & E-Commerce Management 3rd Ed, Pearson Education
- Kalokota & Robinson,E-Business 2.0 Road map for Success, Pearson Education
- Elias M. Awad ,Electronic Commerce, 3rd Edition, Pearson Education
- Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education
- R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manager's Guide, Pearson Education

Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each (online /offline) MCQ OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Mini Project/ Industry Analysis – (Group Activity or Individual Activity) Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity / or Individual Activity)	15



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	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



Sales and Distribution

COURSE CODE: U25MS5MJM02

COURSE CREDIT: 04

1 credit – 15 lectures

1 lecture is 60 minutes

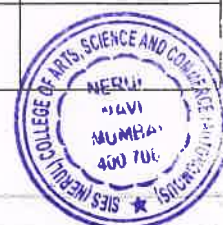
Course Objectives:

- To develop understanding of the sales & distribution processes in organizations
- To get familiarized with concepts, approaches and the practical aspects of the key decision making variables in sales management and distribution channel management

Learning Outcome:

- To understand the fundamental concepts of sales and distribution processes in organizations.
- To analyze the role of sales management in achieving business objectives.
- To explore different sales strategies and their application in various industries.
- To evaluate key decision-making variables in sales and distribution channel management.

SN	Modules/ Units	No.of Lectures
1	Introduction	
	a) Sales Management: <ul style="list-style-type: none">· Meaning, Role of Sales Department, Evolution of Sales Management · Interface of Sales with Other Management Functions· Qualities of a Sales Manager· Sales Management: Meaning, Developments in Sales Management Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling.· Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure b) Distribution Management: <ul style="list-style-type: none">· Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. c) Integration of Marketing, Sales and Distribution	15
	Market Analysis and Self	



	<p>a) Market Analysis:</p> <ul style="list-style-type: none"> · Market Analysis and Sales Forecasting, Methods of Sales Forecasting · Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota · Factors Determining Fixation of Sales Quota · Assigning Territories to Salespeople <p>b) Selling:</p> <ul style="list-style-type: none"> · Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing · Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory · Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill · Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy · Difference Between Consumer Selling and Organizational Selling · Difference Between National Selling and International Selling 	15
3	Distribution Channel Management	
	<ul style="list-style-type: none"> • Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels ▪ Channel Design <ul style="list-style-type: none"> ▪ Channel Policy ▪ Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict ▪ Resolution of Conflicts: Methods – Kenneth Thomas's Five Styles of Conflict Resolution <ul style="list-style-type: none"> ▪ Motivating Channel Members ▪ Selecting Channel Partners ▪ Evaluating Channels ▪ Channel Control 	15
4	Performance Evaluation, Ethics and Trends	



	a) Evaluation & Control of Sales Performance: <ul style="list-style-type: none"> · Sales Performance – Meaning · Methods of Supervision and Control of Sales Force · Sales Performance Evaluation Criteria- Key Result Areas (KRAs) · Sales Performance Review · Sales Management Audit b) Measuring Distribution Channel Performance: <ul style="list-style-type: none"> · Evaluating Channels- Effectiveness, Efficiency and Equity · Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit c) Ethics in Sales Management d) New Trends in Sales and Distribution Management	15
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Reference Book :-

- A. Nag, *Sales And Distribution Management*, Mcgraw Hill, 2013 Edition
- Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, *Sales Management*, Pearson Education, 5th Edition
- Krishna K. Havaladar, Vasant M. Cavale, *Sales And Distribution Management – Text & Cases*, Mcgraw Hill Education, 2nd Edition, 2011
- Dr. Matin Khan, *Sales And Distribution Management*, Excel Books, 1st Edition
- Kotler & Armstrong, *Principles Of Marketing – South Asian Perspective*, Pearson Education, 13th Edition

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each (online /offline) MCQ OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case Analysis - Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Homework	



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)	
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 C: Human Resource Major

Performance Management and Career Planning

COURSE CODE: U25MS5MJH01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Career objectives:

- To understand the concept of performance management in organizations
- To review performance appraisal systems
- To understand the significance of career planning and practices

Learning Outcome:

- To understand the principles and significance of performance management in organizations.
- To analyze various performance evaluation methods and their effectiveness.
- To explore the link between performance management and employee motivation.
- To assess key performance indicators (KPIs) and their role in organizational success.
- To examine career planning strategies and their impact on employee growth.

SN	Modules/ Units	No.of Lectures
1	Performance Management – An Overview	
	Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle · Best Practices in Performance Management, Future of Performance Management. · Role of Technology in Performance Management	15
2	Performance Management Process	



	<ul style="list-style-type: none"> · Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking · Performance Managing – Meaning, Objectives, Process · Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach · Performance Monitoring–Meaning, Objectives and Process · Performance Management Implementation – Strategies for effective Implementation of Performance Management · Linking Performance Management to Compensation · Concept of High Performance Teams 	15
3	Ethics, Under Performance and Key Issues in Performance Management	
	<ul style="list-style-type: none"> · Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management · Under Performers and Approaches to Manage Under Performers, Retraining · Key Issues and Challenges in Performance Management · Potential Appraisal: Steps, Advantages and Limitations. · Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay. 	15
4	Career Planning and Development	
	<ul style="list-style-type: none"> · Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning · Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives · Role of Technology in Career Planning and Development · Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model · New Organizational Structures and Changing Career Patterns 	15

Reference Book :-

- Shashi K. Gupta, Rosy Joshi, *Human Resource Management*, Kalyani Publishers
 - Armstrong, Michael, Baron, *Performance Management*, Jaico Publishers
 - Robert Bacal, *Performance Management*, McGraw-Hill Education, 2007
 - T.V. Rao, *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*, Response Books New Delhi, 2007.
 - Davinder Sharma, *Performance Appraisal and Management*, Himalaya Publishing House
 - A.S. Keshi, T.L., *Performance Management*, Oxford University Press.
- Herman Aguinis, *Performance Management*, Second edition, Pearson Education.



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each (online /offline) MCQ OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. (Any one of these)	15
Class Participation	5
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% in semester end examination (24 out of 60)

HRM in Global Perspective



COURSE CODE: U24MS3MJH01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Course objectives:-

- To introduce the students to the study and practice of IHRM
- To understand the concepts, theoretical framework and issues of HRM in
- Global Perspective
- To get insights of the concepts of Expatriates and Repatriates
- To find out the impact of cross culture on Human Resource Management
- To provide information about Global Workforce Management
- To study International HRM Trends and Challenges

Learning outcome

- To understand the fundamental concepts and practices of International Human Resource Management (IHRM).
- To analyze HRM theories and frameworks from a global perspective.
- To explore the roles and challenges of expatriates and repatriates in multinational organizations.
- To assess the impact of cross-cultural differences on HR policies and practices.
- To examine strategies for managing a diverse and global workforce.

SN	Modules/ Units	No.of Lectures
1	International HRM – An Overview	
	a) International HRM – An Overview: <ul style="list-style-type: none">● International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions● Difference between International HRM and Domestic HRM● Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric● Limitations to IHRM● Qualities of Global Managers● Organizational Dynamics and IHRM● Components of IHRM- Cross Cultural Management and Comparative HRM● Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers● Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM● Managing Diversity in workforce● Dealing with Cultural Shock	15
2	Global HRM Functions	



	<p>a) Global HRM Functions:</p> <ul style="list-style-type: none"> • International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce • International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation • HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training • International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management • Motivation and Reward System- Meaning, Benchmarking Global Practices • International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR 	15
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SN	Modules/ Units	
3	Managing Expatriation and Repatriation	
	a) Managing Expatriation and Repatriation <ul style="list-style-type: none"> • Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals) • Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers • Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation <p>Process, Role of Repatriate, Challenges faced by Repatriates</p>	15
4	International HRM Trends and Challenges	
	a) International HRM Trends and Challenges: <ul style="list-style-type: none"> • Emerging Trends in IHRM • Off Shoring – Meaning, Importance, Off Shoring and HRM in India • International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme • Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World • HR in MNCs – Industrial Relations in MNCs • Role of Technology on IHRM • IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization • Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM • Knowledge Management and IHRM 	15

Reference Book :-

- Peter J. Dowling, Marion Festing, Allen d. Engle Sr: *International Human Resource Management*, 5th Edition, Cengage Learning
- P. L. Rao: *International Human Resource Management, Text and Cases*, Excel Books
- Peer J. Dowling, Denise E. Welch and Randall S. Schuler (1999): *International Human Resource Management: Managing People in a Multinational Context*, South Western College Publishing.
- Chris Brewster, Paul S. Starmer and Guy Vernon, *International Human Resource Management*, The Universities Press
- A.V.Phatak: *International Dimensions of Management*, Cincinnati, South Western College



- Peter J. Dowling, Marion Festing, Allen D. Engle, *International Human Resource Management*, Thomson Learning.
 - Dennis R. Briscoe, Randall S. Schuler, *International Human Resource Management: Policy and Practice for the Global Enterprise*, Psychology Press
- S C. Gupta: *International Human Resource Management- Text and Cases*, MacMillan Publishers

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

Description	Marks
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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: 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.</p>	

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



Major Elective Group A - Finance

Direct Taxes

COURSE CODE: U25MS5MEF01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objectives:

- To understand the provisions of determining residential status of individual
- To study various heads of income
- To study deductions from total income
- To compute taxable income of Individuals

Learning Outcome:

- To understand the provisions for determining the residential status of an individual for tax purposes.
- To analyze the various heads of income (e.g., Salary, House Property, Capital Gains, Business or Profession, Other Sources) and their tax implications.
- To explore the deductions available from total income under various sections (e.g., 80C, 80D) and their impact on taxable income.
- To apply the provisions of direct tax law to compute the taxable income of individuals.
- To evaluate the taxability of different types of income and how they are treated under Indian tax laws.

Sr. No.	Modules / Units	No.of Lectures
1	Definitions and Residential Status	
	Basic Terms (S. 2,3,4) Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer. Determination of Residential Status of Individual, Scope of Total Income (S.5)	15
2	Heads of Income – I	
	Salary (S.15-17) Income from House Property (S. 22-27) Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B)	15
3	Heads of Income – II	
	Capital Gain (S. 45, 48, 49, 50 and 54) Income from other sources (S. 56 to 58) Exclusions from Total Income (S. 60)	15



	(Exclusions related to specified heads to be covered with relevant heads of income)	
4	Deductions under Chapter VIA	
	Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA	10
5	Computation of Taxable Income of Individuals.	
	Computation of Total Income and Taxable Income of Individuals	5

Reference Book :-

- Income Tax Act- Bare act

Dr V K Singhania-Direct Tax Law & Practice

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 (online /offline) MCQ OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
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Class Participation	5
Total	40

B) Semester end examination 60 marks

APR 2019 ERN



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



Major Elective Group B – Marketing

Global Economic Marketing

COURSE CODE: U25MS5MEF01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

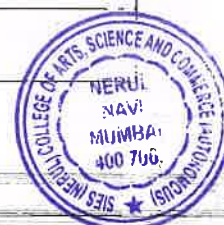
Course Objective:-

1. Understand the global economic environment and its impact on marketing.
2. Analyze global market trends and opportunities.
3. Develop effective global marketing strategies.
4. Apply economic concepts to marketing decision-making.

Learning Outcome:-

- Analyze and explain the key concepts of global economics, including globalization, trade theories, international business environments, and market structures.
- Evaluate the role of international economic organizations (e.g., WTO, IMF, World Bank) in shaping global trade and economic policies.
- Assess the economic, political, and cultural factors influencing global markets and business decision.

Sr. No.	Module/Unit	No.of Lectures
1	Introduction to Global Economic Marketing	
	Overview of global marketing and economics Global economic trends and their impact on marketing International trade and investment Global economic institutions (WTO, IMF, etc.) Economic indicators and their impact on marketing	15
2	Global Market analysis	
	Market research and analysis Global market segmentation and targeting Competitive analysis in global markets	15
3	Global Marketing strategies	
	Product and service adaptation Pricing strategies in global markets Distribution and logistics in global markets	15
4	Global Branding and Communication	



Global branding strategies Advertising and promotion in global markets Digital marketing in global markets	15
Global Economic Marketing Cases* Real-world examples of global economic marketing Case studies of successful global marketing strategies Group discussions and presentations	

Reference book:-

1. "Global Marketing" by Warren J. Keegan and Mark C. Green
2. "International Marketing" by Philip R. Cateora and John L. Graham
3. Articles and case studies from Harvard Business Review, McKinsey Quarterly, and other reputable sources.



SCHEME OF EXAMINATION

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

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- B. Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

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

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



Major Elective Group C - HR

Industrial Law

COURSE CODE U25MS5MEH01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objective:

- To understand the concept of performance management in organizations
- To review performance appraisal systems
- To understand the significance of career planning and practices

Learning Outcome :-

- Students will develop an understanding of key concepts and theories related to industrial relations, including labor law, collective bargaining, and conflict resolution.
- Students will acquire the ability to critically analyze the role of trade unions, employers, and government in shaping labor market policies and workplace dynamics.
- Students will be able to evaluate and apply industrial relations strategies to improve communication, negotiation, and overall organizational performance in a diverse and evolving workforce.

SR.No	Modules/ Units	No.of Lectures
1	Industrial Relations- An overview	
	Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalisation, Privatisation and Globalisation on Industrial Relations, Issues and Challenges of industrial relations in India	15
2	Industrial Disputes	
	a) Industrial Disputes: □ Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc) □ Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment b) Employee Discipline: □ Meaning, Determinants, Causes of discipline, Code of Discipline and its Enforcement. c) Grievance Handling	15



	<input type="checkbox"/> Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India. d) Workers' Participation in Management: <input type="checkbox"/> Meaning and Types with Respect to India	
3	Social Security in India	
	<p>Introduction to Social Security in India</p> <ol style="list-style-type: none"> 1. Concept and Importance of Social Security <ul style="list-style-type: none"> Definition and objectives of social security Evolution of social security in India International frameworks (ILO conventions) and their impact 2. Constitutional and Legal Framework <ul style="list-style-type: none"> Fundamental Rights & Directive Principles of State Policy Role of the central and state governments in social security Overview of Social Security Code, 2020 <p>Key Social Security Legislations in India</p> <ol style="list-style-type: none"> 3. Employee Benefits and Retirement Schemes <ul style="list-style-type: none"> The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 The Employees' State Insurance (ESI) Act, 1948 The Payment of Gratuity Act, 1972 Case studies and implementation challenges 4. Social Security for Unorganized Workers <ul style="list-style-type: none"> The Unorganized Workers' Social Security Act, 2008 MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act) Social security schemes like Atal Pension Yojana, Pradhan Mantri Shram Yogi Maandhan Yojana Challenges in execution and coverage 5. Social Security for Women, Disabled, and Vulnerable Groups <ul style="list-style-type: none"> The Maternity Benefit Act, 1961 (amendments & implementation) Rights of Persons with Disabilities Act, 2016 Schemes for senior citizens (Indira Gandhi National Old Age Pension Scheme) Issues in access and inclusivity <p>Contemporary Issues and Reforms</p> <ol style="list-style-type: none"> 6. The Code on Social Security, 2020 <ul style="list-style-type: none"> Key provisions and impact on labor laws Comparison with previous social security laws Concerns and criticisms 7. Implementation Challenges and Future of Social Security <ul style="list-style-type: none"> Role of technology in social security (Aadhaar-based schemes, DBT) Coverage and informal sector concerns 	20



	<ul style="list-style-type: none"> Global comparisons and recommendations for improvement 	
4	Industrial Relations Related Laws in India	
	<p>Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal</p> <ul style="list-style-type: none"> The Industrial Employment (Standing Orders) Act, 1946; The Factories' Act, 1948 The Minimum Wages Act, 1948 	10

Practical Applications and Case Studies

Case Studies and Group Discussion

- Case study analysis of labor welfare in different industries
- Discussion on recent labor code reforms

Policy Recommendations and Way Forward

- Drafting recommendations for improving social security laws
- Presentation of key takeaways and reflections

Reference Book :-

Davar R S: Personnel Management and Industrial Relations in India
Mamoria C B: Industrial Relations
Charles Myeres: Industrial Relations in India
Arun Monappa: Industrial Relations
Sharma A M : Industrial Relations
Ahuja K K : Industrial Relations Theory and Practice
C.S. Venkata Ratnam : Globalisation and Labour-Management Relations
Srivastava K D: Laws relating to Trade Unions and Unfair Labour Practice
A.M.Sarma: A conceptual and legal frame work
Farnham, David and John Pimlot, Understanding Industrial Relations, London: Cassell
Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.
C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2010.
Srivastava, Industrial Relations and Labour Laws, Vikas, 6 th edition, 2012.
P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation.
Srivastava, S. C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi.

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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 Online / Offline MCQ OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
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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: 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.</p>	

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



Minor Group A – Finance

Wealth Management

COURSE CODE: U25MS5MIF01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objective:

1. To provide an overview of various aspects related to wealth management
2. To study the relevance and importance of Insurance in wealth management
3. To acquaint the learners with issues related to taxation in wealth management
4. To understand various components of retirement planning

Learning Outcome:-

1. Students will gain the ability to design personalized financial plans that address clients' goals, risk tolerance.
2. Students will develop skills to construct and manage diversified investment portfolios.
3. Students will learn how to effectively communicate with and advise clients, build trust.



Sr.No	Module	No of lectures
1	Introduction	
	<p>a) Introduction To Wealth Management:</p> <ul style="list-style-type: none"> Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager <p>b) Personal Financial Statement Analysis:</p> <ul style="list-style-type: none"> Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. <p>c) Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent</p>	15
2	Insurance Planning and Investment Planning	
	<p>a) Insurance Planning:</p> <ul style="list-style-type: none"> Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value - Belth Method/CPT <p>b) Investment Planning:</p> <ul style="list-style-type: none"> Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies 	15
3	Financial Mathematics/ Tax and Estate Planning	
	<p>a) Financial Mathematics:</p> <ul style="list-style-type: none"> Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios <p>b) Tax and Estate Planning:</p> <ul style="list-style-type: none"> Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions – Exemptions 	15
4	Retirement Planning/ Income Streams & Tax Savings Schemes	



	<p>a) Retirement Planning:</p> <ul style="list-style-type: none"> · Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment <p>b) Income Streams & Tax Savings Schemes:</p> <ul style="list-style-type: none"> · Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes 	15
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Reference book :-

- Harold Evensky, Wealth Management, McGraw Hill Publication
- NCFM, CFP, IIBF, etc, Wealth Management modules
- Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

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

Customer Relationship Management



COURSE CODE: U25MS5MIF01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objective :-

To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management

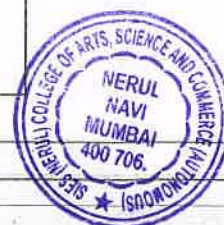
To provide insight into CRM marketing initiatives, customer service and designing CRM strategy

To understand new trends in CRM, challenges and opportunities for organizations

Learning outcome :-

- A. students will be able to analyze customer relationship management strategies to enhance customer satisfaction and loyalty.
- B. They will gain the skills to leverage CRM tools and technologies for data-driven decision-making.
- C. students will understand the integration of CRM with marketing, sales, and customer service functions to improve
- D. business performance.

SR.No	Modules/ Units	No of Lectures
1	Introduction to Customer Relationship Management	
	Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges	15
2	CRM Marketing Initiatives, Customer Service and Data Management	
	CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing Customer and Customer Service: Call Center and Customer Care, Mail Routing, Contact Center Sales-Support, Web-based Self-Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management	15



	<ul style="list-style-type: none"> CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting 	
3	CRM Strategy, Planning, Implementation and Evaluation	
	<p>Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</p> <p>Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy</p> <p>Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management</p> <p>CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement</p> <ul style="list-style-type: none"> CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change 	15
4	CRM New Horizons	
	<ul style="list-style-type: none"> e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: Software App for Customer Service: <ul style="list-style-type: none"> Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling Social Networking and CRM Mobile-CRM CRM Trends, Challenges and Opportunities Ethical Issues in CRM 	15

Reference Book :-

- Baran Rog J. & Robert J. Galka (2014), *Customer Relationship Management: The Foundation of Contemporary Marketing Strategy*, Routledge Taylor & Francis Group.
- Anderson Kristin and Carol Kerr (2002), *Customer Relationship Management*, Tata McGraw-Hill.
- Van der Peelen, *Customer Relationship Management*, Pearson Education
- Bhaskin Jaspreet Kaur (2012), *Customer Relationship Management*, Dreamtech Press.
- Judith W. Kincaid (2006), *Customer Relationship Management Getting it Right*, Pearson Education.



- Jill Dyche' (2007), *The CTM Handbook: A Business Guide to Customer Relationship Management*, Pearson Education.
 - Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), *Services Marketing Integrating Customer Focus Across the Firm*, Tata McGraw Hill.
- Urvashi Makkar and Harinder Kumar Makkar (2013), *CRM Customer Relationship Management*, McGraw Hill Education.

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

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



Minor – Group C HR

Strategic Human resource Management and HR policies

COURSE CODE: U25MS5MIF01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture- 60 minutes

Course Objective:

- a. To understand human resource management from a strategic perspective
- b. To link the HRM functions to corporate strategies in order to understand HR as a strategic resource
- c. To understand the relationship between strategic human resource management and organizational performance
- d. To apply the theories and concepts relevant to strategic human resource management in contemporary organizations
- e. To understand the purpose and process of developing Human Resource Policies

Learning Outcome :-

- students will be able to align HR practices with organizational goals to drive business success.
- They will develop the ability to design and implement effective talent management strategies, including recruitment, development, and retention
- students will gain insight into managing organizational change

SR.No	Modules/ Units	No.of Lectures
1	SHRM - An Overview	
	Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model · HR Environment –Environmental trends and HR Challenges · Linking SHRM and Business Performance	15
2	HR Strategies	



	<ul style="list-style-type: none"> Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance 	15
3	HR Policies	
	<ul style="list-style-type: none"> Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony 	15
4	Recent Trends in SHRM	
	<ul style="list-style-type: none"> i.e. Mentoring Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions. <ul style="list-style-type: none"> Human Capital Management – Meaning and Role New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment <ul style="list-style-type: none"> Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM. 	15

Reference Book :-

- Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
- Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
- Strategic Human Resource Management, Tanuja Agarwal
- Strategic Human Resource Management, Jeffrey Pfeffer
- Gary Dessler, Human Resource Management, New Delhi, 2003
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(B) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each (online /offline) MCQ OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper reading/ Report Writing/Precis Writing. (Any one of these)	15
Class Participation	5
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 - Each question is divided into sub questions of 7 marks each or 15 marks if required. Q.4 May include theory (essay type) (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.



Service Learning & Community Engagement

COURSE CODE: U25MS5CEP01

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%20of%20community%20engagement))



SCHEME OF MODULES – SEM VI

Semester-6 Subjects		Course Name	Credits
Major (Core) Finance			
	U25MS6MJF01	International Finance	4
	U25MS6MJF02	Strategic Financial Management	4
	U25MS6MJF03	Risk Management	2
Major (Core) Marketing			
	U25MS6MJM01	Retail Management	4
	U25MS6MJM02	Brand Management	4
	U25MS6MJM3	Media Planning	2
Major (Core) HR			
	U25MS6MJH01	Organizational Development	4
	U25MS6MJH02	HRM in Service Sector	4
	U25MS6MJH03	Human Resource Information System	2
Major Elective (Any One)			
	U25MS6MEF01	Indirect Taxes	4
	U25MS6MEM01	Services Marketing	4
	U25MS6MEH01	Compensation Management	4
Minor (Core) (Any One)			
	U25MS6MIF01	Personal Financial Planning	2
	U25MS6MIM01	Digital Marketing Fundamentals	2
	U25MS6MIH01	Human Capital Management	2
GE/OE Paper	---	---	---
VSC	U25MS6VSC01	Operations Research	2
SEC	---	---	---
AEC	---	---	---
VEC	---	---	---
OJT	U25MS6OJT01	On Job Training	4
Total			14



Group A: Finance Major

International Finance

COURSE CODE: U25MS6MJF01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives:

- The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance.
- The course aims to give a comprehensive overview of International Finance as a separate area in International Business
- To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalized Market

COURSE OUTCOMES:

- To able to identify and explain the key concepts, issues, and principles that shape international finance, including currency exchange, risk management, and global financial markets.
- To develop the ability to assess how different economic factors (e.g., interest rates, inflation, and political stability) impact global financial systems.
- Understand Key Concepts: Demonstrate a solid understanding of the fundamental concepts, terminology, and principles of International Finance.
- Analyze Financial Markets: Evaluate the structure and functioning of international financial markets and institutions and their impact on global business operations.
- Assess Currency Risk: Identify, analyze, and assess the various types of currency risk and strategies used to mitigate them in the global marketplace.



Sr.No	Modules/ Units	No.of Lectures
1	Fundamentals of International Finance	
	<p>a) Introduction to International Finance:</p> <ul style="list-style-type: none"> • Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance <p>b) Balance of Payment:</p> <ul style="list-style-type: none"> • Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption. <p>c) International Monetary Systems:</p> <ul style="list-style-type: none"> • Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System <p>d) An introduction to Exchange Rates:</p> <ul style="list-style-type: none"> • Foreign Bank Note Market, Spot Foreign Exchange Market • Exchange Rate Quotations <ul style="list-style-type: none"> ▪ Direct & Indirect Rates ▪ Cross Currency Rates ▪ Spread & Spread % • Factors Affecting Exchange Rates 	15
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	
	<p>a) Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin) <p>b) International Parity Relationships & Foreign Exchange Rate:</p> <ul style="list-style-type: none"> • Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates / Derivatives Offshore Markets, Money Market Instruments) <p>c) Currency & Interest Rate</p>	15



	<ul style="list-style-type: none"> • Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India 	
3	World Financial Markets & Institutions & Risks	
	<p>a) Euro Currency Bond Markets:</p> <ul style="list-style-type: none"> • Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market <p>b) International Equity Markets & Investments:</p> <ul style="list-style-type: none"> • Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR <p>c) International Foreign Exchange Markets:</p> <ul style="list-style-type: none"> • Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market <p>d) International Capital Budgeting:</p> <ul style="list-style-type: none"> • Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV 	15
4	Foreign Exchange Risk, Appraisal & Tax Management	
	<p>a) Foreign Exchange Risk Management:</p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation <p>b) International Tax Environment:</p> <ul style="list-style-type: none"> • Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities <p>c) International Project Appraisal:</p> <ul style="list-style-type: none"> • Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal 	15



REFERENCES BOOKS

- **"International Financial Management"** by Cheol Eun and Bruce Resnick
- **"International Finance: Theory and Policy"** by Paul Krugman, Maurice Obstfeld, and Marc Melitz
- **"Multinational Financial Management"** by Alan C. Shapiro
- **"International Finance"** by Piet Sercu

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

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

Strategic Financial Management

COURSE CODE: U25MS6MJF02

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

SN	Objectives
1	To match the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability
2	Changing scenario in Banking Sector and the inclination of learners towards choosing banking as a career option has made study of financial management in banking sector inevitable
3	To acquaint learners with contemporary issues related to financial management

Course Outcomes:

- Enhanced Knowledge and Skill Development for Long-Term Sustainability:
- In-Depth Understanding of the Changing Banking Sector:
- Preparedness for Banking Careers:
- Critical Analysis of Contemporary Financial Management Issues:

Sr.No	Modules/ Units	
1	Dividend Decision and XBRL	15
	a) Dividend Decision: <ul style="list-style-type: none">• Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy b) XBRL: <ul style="list-style-type: none">• Introduction, Advantages and Disadvantages, Features and Users	
2	Capital Budgeting and Capital Rationing	15



	<p>a) Capital Budgeting:</p> <ul style="list-style-type: none"> • Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree. <p>b) Capital Rationing:</p> <ul style="list-style-type: none"> • Meaning, Advantages, Disadvantages, Practical Problems 	
3	Shareholder Value and Corporate Governance/Corporate Restructuring	4
	<p>a) Shareholder Value and Corporate Governance:</p> <ul style="list-style-type: none"> • Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India <p>b) Corporate Restructuring:</p> <ul style="list-style-type: none"> • Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact. 	
4	Financial Management in Banking Sector and Working Capital Financing	5
	<p>a) Financial Management in Banking Sector:</p> <ul style="list-style-type: none"> • An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances <p>b) Working Capital Financing:</p> <ul style="list-style-type: none"> • Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach 	

BOOK REFERENCES

- C. Paramasivan & T. Subramanian, Financial Management
- IM Pandey, Financial Management
- Ravi Kishor, Financial Management
- Khan & Jain, Financial Management
- Van Horne & Wachowicz, Fundamentals of Financial Management
- Prasanna Chandra, Strategic Financial Management



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

A. Internal assessment 40% i.e. 40 marks

B. Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

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



Risk Management

COURSE CODE: U25MS6MJF03

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objectives :-

- To familiarize the student with the fundamental aspects of risk management and control
- To give a comprehensive overview of risk governance and assurance with special reference to insurance sector
- To introduce the basic concepts, functions, process, techniques of risk Management

Course Outcomes:-

- Demonstrate a solid understanding of the fundamental principles of risk management and control, including types of risks, risk identification, and assessment techniques.
- Evaluate the key elements of risk governance and assurance, specifically in terms of their application within organizations and the insurance sector.



S N	Modules/ Units	No of Lectures
1	Introduction, Risk Measurement and Control	
	a) Introduction, Risk Measurement and Control <ul style="list-style-type: none"> • Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational • Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations • Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures – Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control 	15
3	Risk Governance and Assurance	
	a) Risk Governance: <ul style="list-style-type: none"> • Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance b) Risk Assurance: <ul style="list-style-type: none"> • Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk c) Risk and Stakeholders Expectations: <ul style="list-style-type: none"> • Identifying the Range of Stakeholders and Responding to Stakeholders Expectations 	15

Reference books

Risk Management and Financial Institutions" by John C. Hull

"Fundamentals of Risk Management: Understanding, Evaluating, and Implementing Effective Risk Management" by Paul Hopkin

"Enterprise Risk Management: From Incentives to Controls" by James Lam



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 (online /offline) MCQ 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

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



Note:

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

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



Group B :- Major Core (Marketing)
Retail Management

COURSE CODE: U25MS6MJM01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objective :

- To familiarize the students with retail management concepts and operations
- To provide understanding of retail management and types of retailers
- To develop an understanding of retail management terminology including
- Merchandize management, store management and retail strategy.
- To acquaint the students with legal and ethical aspects of retail management
- To create awareness about emerging trends in retail management

Learning Outcome :

- Identify Types of Retailers
- Master Retail Management Terminology
- Navigate Legal and Ethical Aspects of Retailing
- Assess Emerging Retail Trends



SN	Modules/ Units	No of Lectures
1	Retail Management- An overview	
	<p>a) Retail Management:</p> <ul style="list-style-type: none"> • Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management <p>b) Retail Formats:</p> <ul style="list-style-type: none"> • Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations <p>c) Emerging Trends in Retailing</p> <ul style="list-style-type: none"> • Impact of Globalization on Retailing • I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels • FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario • Franchising: Meaning, Types, Advantages and Limitations, Franchising in India • Green Retailing • Airport Retailing 	15
2	Retail Consumer and Retail Strategy	
	<p>a) Retail Consumer/Shopper:</p> <ul style="list-style-type: none"> • Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers <p>b) CRM in Retail:</p> <ul style="list-style-type: none"> • Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community <p>c) Retail Strategy:</p> <ul style="list-style-type: none"> • Meaning, Steps in Developing Retail Strategy, Retail Value Chain <p>d) Store Location Selection:</p> <ul style="list-style-type: none"> • Meaning, Types of Retail Locations, Factors Influencing Store Location <p>e) Retail in India:</p> <ul style="list-style-type: none"> • Meaning, Significance, Functions • Organizational Structure in Retail: Meaning, Factors 	15



	<p>Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store</p>	
3	<p>a) Merchandise Management</p> <ul style="list-style-type: none"> • Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise <p>b) Buying Function:</p> <ul style="list-style-type: none"> • Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam's Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label</p> <ul style="list-style-type: none"> • Meaning, Need and Importance, Private Labels in India <p>e) Retail Pricing</p> <ul style="list-style-type: none"> • Meaning, Considerations in Setting Retail Pricing • Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration. Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing • Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price Discrimination 	15



	<ul style="list-style-type: none"> ▪ Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing <p>Variable Pricing by Market Segment/ Third Degree Price Discrimination</p>	
4	Managing and Sustaining Retail	
	<p>a) Retail Store Operations:</p> <ul style="list-style-type: none"> • Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff) <p>b) Store Design and Layout:</p> <ul style="list-style-type: none"> • Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics • Store Layout- Meaning, Types: Grid, Racetrack, Free Form • Signage and Graphics: Meaning, Significance, Concept of Digital Signage <p>Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</p>	15

REFERENCE BOOKS

Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill
 Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai.
 Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai.
 Dunne Lusch, "Retail Management", South Western Cengage Learning
 K.S. Menon, "Store Management", Macmillan India Ltd.,



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

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



Brand Management

COURSE CODE: U25MS6MJM02

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objective :

- To understand the meaning and significance of Brand Management
- To Know how to build, sustain and grow brands
- To know the various sources of brand equity

Course Outcomes:

- Understand Brand Management:

Define brand management and explain its significance in the context of modern business.

- Develop Strategies to Build, Sustain, and Grow Brands:

Apply key strategies to build, sustain, and grow brands effectively.

- Evaluate Sources of Brand Equity:

Identify and assess various sources of brand equity, including brand awareness, consumer perceptions, loyalty, and associations.



S N	Modules/ Units	No of Lectures
1	Introduction to Brand Management	
	a) Introduction to Brand Management: <ul style="list-style-type: none"> ● Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis 	15
2	Planning and Implementing Brand Marketing Programs	
	a) Planning and Implementing Brand Marketing Programs: <ul style="list-style-type: none"> ● Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements ● Integrating Marketing Programs and Activities ● Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing ● Product Strategy: Perceived Quality and Relationship Marketing ● Pricing Strategy: Setting Prices to Build Brand Equity ● Channel Strategy: Direct, Indirect Channels ● Promotion Strategy: Developing Integrated Marketing Communication Programs ● Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. 	15
3	Measuring and Interpreting Brand Performance	
	a) The Brand Value Chain b) Measuring Sources of Brand Equity: <ul style="list-style-type: none"> ● Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ● Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses c) Young and Rubicam's Brand Asset Valuator d) Measuring Outcomes of Brand Equity <ul style="list-style-type: none"> ● Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis ● Holistic Methods: Residual Approaches, Value-based Approaches: Historical 	15



	Perspectives and Interbrand's Brand Valuation Methodology	
4	e) Growing and Sustaining Brand Equity	
	<p>a) Designing & Implementing Branding Strategies:</p> <ul style="list-style-type: none"> ● Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy ● Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels ● Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing <p>b) Brand Extensions:</p> <ul style="list-style-type: none"> ● Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity <p>c) Managing Brands over Time:</p> <ul style="list-style-type: none"> ● Reinforcing Brands, Revitalising Brands <p>f) Building Global Customer Based Brand Equity</p>	15

References books

Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller
 Building A StoryBrand: Clarify Your Message So Customers Will Listen" by Donald Miller
 Brand Management: Research, Theory and Practice" by Tilde Heding, Charlotte Knudtzen, and Mogens Bjerre
 Keller's Brand Equity Model: A Conceptual Framework for Brand Management" by Kevin Lane Keller

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment



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



Media planning

COURSE CODE: U25MS6MJM3

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objective :

- To understand Media Planning, Strategy and Management with reference to current business scenario.
- To know the basic characteristics of all media to ensure most effective use of advertising budget.
- To provide an insight on Media Planning, Budgeting, Scheduling and
- Evaluating the Different Media Buys.

Learning Outcome :-

- Demonstrate Knowledge of Media Planning.
- Evaluate Media Types and Effectiveness.
- Design Effective Media Strategies.
- Master Media Budgeting and Scheduling



S N	Modules/ Units	No of Lectures
1	Overview of Media and Media Planning	
	<p>a) Overview of Media and Media Planning:</p> <ul style="list-style-type: none"> • Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning <p>b) Media Research:</p> <ul style="list-style-type: none"> • Meaning, Role and Importance • Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CIB Listenership Survey <p>c) Media Mix:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix <p>Media Choices:</p> <ul style="list-style-type: none"> • Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations <p>Emerging Media:</p> <ul style="list-style-type: none"> • Online, Mobile, Gaming, In flight, In Store, Interactive Media <p>Media Strategy:</p> <ul style="list-style-type: none"> • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Scheduling 	15



3	Media Budgeting, Buying & Scheduling	
	<p>a) Media Budget</p> <ul style="list-style-type: none"> ● Meaning ● Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase ● Importance of Media Budget. ● Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. <p>b) Media Buying:</p> <ul style="list-style-type: none"> ● Meaning, Role of Media Buyer, Objectives of Media Buying, ● Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy ● Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback ● Criteria in Media Buying <p>c) Media Scheduling</p> <ul style="list-style-type: none"> ● Meaning, Importance ● Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. ● Scheduling Patterns – Continuity, Flighting, Pulsing ● Scheduling Strategies for Creating Impact: Road Block, Day or Day part ● Emphasis, Multiple Spotting, Teasers 	15



Reference books

Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010

Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition.

Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition

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

B) Semester end examination 30 marks

Description	Marks
Internal tests (online /offline) MCQ 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

PAPER PATTERN

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



Group C : Major Core (HR)
Organizational Development

COURSE CODE: U25MS6MJH01

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objective :-

- To understand the concept of Organisational Development and its Relevance
- in the organisation
- To Study the Issues and Challenges of OD while undergoing Changes
- To get an Understanding of Phases of OD Programme
- To Study the OD Intervention to meet the Challenges faced in the Organisation
- To get an Insight into Ethical Issues in OD

Learning Outcome :-

- Understand Key Concepts of Organizational Development.
- Analyze Organizational Issues and Challenges
- Apply OD Interventions and Strategies
- Evaluate the Impact of Organizational Change



S N	Modules/ Units	No of lectures
1	Organisational Development – An Overview	
	a) Organisational Development – An Overview: <ul style="list-style-type: none"> ● Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance ● Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD ● OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner ● Emerging Trends in OD ● OD in Global Setting 	15
2	Organisational Diagnosis, Renewal and Change	
	a) Organisational Diagnosis, Renewal and Change: <ul style="list-style-type: none"> ● Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis ● Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development ● Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change ● Change Agents- Meaning, Features, Types, Role, Skills required 	15
3	OD Interventions	
	a) Managing Expatriation and Repatriation <ul style="list-style-type: none"> ● OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions ● Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention ● Techniques of OD Intervention : <ul style="list-style-type: none"> ▪ Traditional: Sensitive Training, Grid Training, Survey Feedback. ▪ Modern : Process Consultation, Third Party, Team Building, Transactional Analysis ● Evaluation of OD Interventions : Process, Types, Methods, Importance 	15
4	OD Effectiveness	



<ul style="list-style-type: none"> ● Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD ● Values in OD – Meaning, Professional Values, Value Conflict and Dilemma ● Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals ● Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance 	15
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Reference books

Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House
 French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.
 Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990
 Cummings, T. G. & Worley, C. G. (2009). Organization Development and Change (9th edition). Canada: South-Western Cengage Learning
 Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each (online /offline) MCQ OR Q.1 Multiple choice Questions/True or False - 10 Marks Q.2. Attempt 2 questions out of 3 questions (5 marks each) 10 Marks	20
Case Study/ Case-let/ Situation Analysis – (Group Activity or Individual Activity)/Class Test/ Open Book Test/ Group Discussion/ Role Play/ Story Telling/ Presentation/ Written Home Assignment/ Industry Analysis – (Group Activity or Individual Activity)/ Literature Review/ Book Review/ In-depth Viva/ Quiz/ Student Driven Activities/ Newspaper	15



reading/ Report Writing/Precis Writing. (Any one of these)	
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

HRM in Service Sector Management

COURSE CODE: U25MS6MJH02

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Course Objective :-

- To understand the concept and growing importance of HRM in service sector
- To understand how to manage human resources in service sector
- To understand the significance of human element in creating customer satisfaction through service quality
- To understand the Issues and Challenges of HR in various service sectors



Learning Outcome :-

- Understand the Importance of HRM in the Service Sector:
- Apply HRM Strategies in Service-Oriented Organizations:
- Enhance Customer Satisfaction Through Service Quality
- Address HR Challenges in the Service Sector

S N	Modules/ Units	No of Lectures
1	Service Sector Management- An Overview	



	<p>a) Service Sector Management- An Overview:</p> <ul style="list-style-type: none"> • Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location • Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector • Service Organization - Importance of Layout and Design of Service Organization, Servicescape • Service Culture in Organization – Meaning, Developing Service Culture in Organization • Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model • Role of Service Employee • Role of Customers in Service Process – Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors • Service Encounter and Moment of Truth – Meaning, Nature, Elements of Service Encounter 	15
2	Managing Human Element in Service Sector	
	<p>a) Managing Human Element in Service Sector:</p> <ul style="list-style-type: none"> • Human Element in Service Sector – Introduction, Role and Significance • The Services Triangle • Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict • Emotional Labour – Meaning, Strategies for Managing Emotional Labour • Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector • Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing • Develop People to Deliver Service Quality • Compensating Employees in Service Sector • Motivating Employees for Services • Empowerment of Service Workers – Meaning, Advantages and Limitations 	15



3	Issues and Challenges of HR in Service Sector	
	<p>a) Issues and Challenges of HR in Service Sector:</p> <ul style="list-style-type: none"> ● Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps ● Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers ● HRM in Public Sector Organizations and Non – Profit Sector in India ● Issues and Challenges of HR in Specific Services: <ul style="list-style-type: none"> ▪ Business and Professional Services: Banking and Insurance, Legal, Accountancy ▪ Infrastructure: Roads, Railways, Power ▪ Public Services: Police, Defense, Disaster Management ▪ Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ▪ Personnel Services: Education, Health Care, Hotels ● Social and Charitable Services 	15
4	HRP Evaluation, Attrition, Retention & Globalization	
	<p>a) HRP Evaluation, Attrition, Retention & Globalization:</p> <ul style="list-style-type: none"> ● Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector ● Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model ● Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success ● Retaining the Best People in Service Sector – Including Employees in Company's Vision, Treat Employees as Customers, Measure and Reward String Service Performers ● Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 	15



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

G. Internal assessment 40% i.e. 40 marks

H. Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

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



B) Semester end examination 60 marks

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: 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.</p>	

PAPER PATTERN Passing criteria: Minimum 40% in Internal (16

out of 40) and 40% (24 out of 60) in semester end examination



Human Resource Information System

COURSE CODE: U25MS6MJH03
02

COURSE CREDIT:

1 credit - 15 lectures
minutes

1 lecture is 60

Course Objectives

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

1. Understand the fundamentals of HRIS and its impact on business.
2. Learn how HRIS supports various HR functions like recruitment, payroll, and performance management.
3. Analyze HR data and HR metrics for business decision-making.
4. Explore emerging HR technologies and their role in business efficiency.

Learning Outcomes

- Explain the concept, scope, and importance of HRIS in business and HR management.
- Identify the key components and applications of HRIS in recruitment, payroll, performance management, and training.
- Describe how HRIS helps organizations improve efficiency, decision-making, and employee experience.
- Assess the impact of emerging HR technologies like AI, cloud computing, and chatbots on HRM.
- Develop an understanding of how businesses adapt to digital transformation in HR.

	Modules/ Units	
Unit 1	Introduction to HRIS & Its Business Relevance	15
	<ul style="list-style-type: none">• Meaning, scope, and evolution of HRIS• Importance of HRIS in business decision-making• Traditional HRM vs. Technology-driven HRM• Features of HRIS and different types of HR software• Case study: How businesses benefit from HRIS HRIS Applications in HR Functions	



	<ul style="list-style-type: none"> • Recruitment & Selection Systems (ATS, online job portals) • Payroll & Compensation Management (automated salary processing) • Performance Management Systems (employee appraisals, goal tracking) • Training & Development through HRIS (LMS - Learning Management Systems) • Self-Service HR & Attendance Tracking (biometric, mobile apps) <p>Hands-on demo of HRIS software (BambooHR, Workday)</p>	
Unit 2	HR Data & HR Analytics for Business Decision-Making	15
	<ul style="list-style-type: none"> • Role of data in HRM and commerce • Introduction to HR Metrics (turnover rate, absenteeism, productivity) • Basic HR analytics using Excel and Google Sheets • HR dashboards and visualization tools • Case study: How HR data helps businesses improve performance <p>Emerging HR Technologies & Future Trend</p> <ul style="list-style-type: none"> • AI and Machine Learning in HR • Cloud-based HR systems and automation • Role of Chatbots and Virtual Assistants in HR • Ethical concerns and data privacy in HRIS • The future of HRIS in business organizations 	

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

A. Internal assessment 20% i.e. 20 marks

B. Semester end examination 30% i.e. 30 marks

(A) Internal Assessment 20 marks



Description	Marks
Internal tests of 20 marks each Online / Offline Q.1 Multiple choice Questions/True or False - 10 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

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

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



Major Elective Group A Finance
Indirect Taxes

COURSE CODE: U25MS6MEF01
04

COURSE CREDIT:

➤ 1 credit - 15 lectures

1 lecture is 60 min

Course Objective :-

- To understand the basics of GST
- To study the registration and computation of GST
- To acquaint the students with filing of returns in GST

Course Outcomes :-

- Understand the Basics of GST:
Goods and Services Tax (GST),
- Comprehend GST Registration and Computation:
Familiarize with GST Returns Filing:



Sr. No.	Modules / Units	No of Lectures
1	Introduction to Indirect Taxation and GST	
	<p>A. Basics for Taxation - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)</p> <p>B. Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST.</p> <p>C. Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act)</p> <p>D. Levy and Collection of GST – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services.</p>	15
2	Concept of Supply	



	<p>A. Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act)</p> <p>B. Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval.</p> <p>C. Time of Supply- Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act)</p> <p>D. Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act)</p>	15
3	Registration and Computation of GST	
	<p>A. Registration – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration(Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration(Sec 28,Sec29and Sec 31 of the Act)</p> <p>B. Computation of GST – Computation of GST under Inter State and Intra State Supplies.</p> <p>C. Payment of Tax- Payment of Tax, Interest and other Amounts(Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act)</p>	15
4	Filing of Returns	
	<p>A. Documentation- Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill</p> <p>B. Returns –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)</p>	15

Reference books

GST Bare Act 2017

GST Law & Practice - V.S Datey (6th Edition)

GST Laws – National Academy of Customs, Indirect Tax

SCHEME OF EXAMINATION



The scheme of examination shall be divided into two parts:

C. Internal assessment 40% i.e. 40 marks

D. Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

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

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40%

(24 out of 60) in semester end examination



Major Elective Group B marketing
Services Marketing

COURSE CODE: U25MS5MEM01
04

COURSE CREDIT:

1 credit - 15 lectures

1.lecture- 60 minutes

Course Objective:

- To understand distinctive features of services and key elements in services marketing
- To provide insight into ways to improve service quality and productivity
- To understand marketing of different services in Indian context

Learning Outcome:

- To understand the distinctive features of services, including intangibility, perishability, heterogeneity, and inseparability.
- To explore the key elements in service marketing, such as service design, delivery, pricing, promotion, and customer relationships.
- To analyze the role of service quality in marketing and identify ways to improve service quality and customer satisfaction.
- To understand the concept of service productivity and apply strategies to enhance efficiency while maintaining service standards.

Sr.No	Modules/ Units	No of Lectures
1	Introduction of Services Marketing	
	<ul style="list-style-type: none">• Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services• Role of Services in Modern Economy, Services Marketing Environment • Goods vs Services Marketing, Goods Services Continuum• Consumer Behaviour, Positioning a Service in the Market Place• Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty• Type of Contact: High Contact Services and Low Contact Services • Sensitivity to Customers' Reluctance to Change	15
2	Key Elements of Services Marketing Mix	



	<ul style="list-style-type: none"> • The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping Flowcharting • Branding of Services – Problems and Solutions • Options for Service Delivery 	15
3	Managing Quality Aspects of Services Marketing	
	<ul style="list-style-type: none"> • Improving Service Quality and Productivity • Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality • The SERVQUAL Model • Defining Productivity – Improving Productivity • Demand and Capacity Alignment 	15
4	Marketing of Services	
	<ul style="list-style-type: none"> • International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing • Factors Favouring Transnational Strategy • Elements of Transnational Strategy • Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry • Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector 	15

Reference books

Services Marketing: People, Technology, Strategy" by Christopher Lovelock and Jochen Wirtz

Services Marketing: Integrating Customer Focus Across the Firm" by K. Douglas Hoffman and John E. Bateson

The Service-Dominant Logic of Marketing: Dialog, Debate, and Directions

Services Marketing: A Strategic Perspective" by P.K. NARAYANAN

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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



(A) Internal Assessment 40 marks

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

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



Major Elective Group C HR
Compensation Management

COURSE CODE: U25MS6MEH01
04

COURSE CREDIT:

1 credit - 15 lectures
minutes

1 lecture is 60

Course Objective:-

- To orient HR professionals with financial concepts to enable them to make prudent HR decisions
- To understand the various compensation plans
- To study the issues related to compensation management and understand the legal framework of compensation management

Learning Outcome :-

- Demonstrate an understanding of key financial concepts and their application in HR decision-making.
- Evaluate different types of compensation plans and their impact on employee motivation and organizational performance.
- Develop and implement effective compensation strategies aligned with organizational goals.
- Identify and analyze challenges in compensation management and propose solutions.
- Interpret and apply legal provisions related to compensation and benefits management.



SNO	Modules/ Units	No of Lectures
1.	Introduction to Strategic Marketing Management	15
	<ul style="list-style-type: none"> ➤ Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation. ➤ Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation ➤ 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security ➤ Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India. 	
2	Incentives and Wages	15
	<ul style="list-style-type: none"> ➤ Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System ➤ Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan. ➤ Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory. 	
3.	Compensation to Special Groups and Recent Trends	15
	<ul style="list-style-type: none"> ➤ Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. ➤ Human Resource Accounting – Meaning, Features, Objectives and Methods ➤ Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages. 	
4.	Legal and Ethical issues in Compensation	15



	<ul style="list-style-type: none"> ➤ Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952. ➤ Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management. 	
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Reference Books:

1. **Milkovich, G. T., Newman, J. M., & Gerhart, B.** – *Compensation* (McGraw-Hill)
2. **Henderson, R. I.** – *Compensation Management in a Knowledge-Based World* (Pearson)
3. **Martocchio, J. J.** – *Strategic Compensation: A Human Resource Management Approach* (Pearson)
4. **Armstrong, M.** – *Armstrong's Handbook of Reward Management Practice* (Kogan Page)
5. **Bergmann, T. J., Scarpello, V. G., & Hills, F. S.** – *Compensation Decision Making* (Cengage)



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 40 marks

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



Minor Group A Finance Personal Financial Planning

COURSE CODE: U25MS6MIF01
02

COURSE CREDIT:

**1 credit - 15 lectures
minutes**

1 lecture is 60

Course Objective:-

- Upon successful completion of this course, students will be able to:
- Understand core financial planning concepts and terminology.
- Develop personal financial goals and create a comprehensive financial plan.
- Analyze their current financial situation and identify areas for improvement.
- Make informed decisions regarding budgeting, saving, investing, and insurance.
- Plan for retirement and other long-term financial goal.
- Understand basic estate planning principles.

Course Outcomes:

- **Financial Literacy:** Students will demonstrate a comprehensive understanding of core personal finance concepts, including budgeting, saving, investing, insurance, retirement planning, and estate planning. (This outcome covers the knowledge base necessary for sound financial decision-making.)
- **Financial Planning Skills:** Students will be able to develop and implement a personal financial plan, incorporating financial goals, analyzing their current financial situation, and making informed decisions across various financial areas. (This outcome focuses on the practical application of financial knowledge and the ability to create a workable plan.)
- **Responsible Financial Behavior:** Students will be able to apply ethical considerations and responsible financial practices to their personal financial decisions, understanding the long-term implications of their choices. (This outcome emphasizes the ethical dimension of financial planning and encourages responsible behavior.)

SN	Modules/ Units	No of Lectures
Unit 1:	Foundations of Financial Planning (1 Credit)	15



	<p>1 Introduction to Financial Planning: The financial planning process, the importance of setting goals, financial planning life cycle stages.</p> <p>2 Financial Statements and Analysis: Creating and analyzing personal financial statements (balance sheet, income statement, cash flow statement). Ratio analysis and financial health assessment.</p> <p>3 Budgeting and Cash Flow Management: Creating a budget, tracking expenses, managing debt, strategies for increasing savings.</p> <p>4 Time Value of Money: Understanding the concepts of present value, future value, and compounding. Using time value of money calculations for financial decision-making.</p>	
Unit 2	Key Areas of Financial Planning (1 Credit)	15
	<p>1 Investment Planning: Investment basics, asset allocation, risk management, investment vehicles (stocks, bonds, mutual funds, ETFs), diversification.</p> <p>2 Insurance Planning: Understanding different types of insurance (life, health, disability, property), assessing insurance needs, choosing appropriate coverage.</p> <p>3 Retirement Planning: Retirement goals, retirement savings plans (401(k), IRA, etc.), calculating retirement needs, investment strategies for retirement.</p> <p>4 Tax Planning: Basic tax principles, strategies for minimizing taxes, understanding tax-advantaged accounts.</p> <p>5 Estate Planning: Wills, trusts, power of attorney, understanding basic estate planning concepts.</p>	

References Books

- ☐ Gitman, L. J., & Joehnk, M. D. – *Personal Financial Planning* (Cengage Learning)
- ☐ Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. – *Personal Finance* (McGraw-Hill)
- ☐ Keown, A. J. – *Personal Finance: Turning Money into Wealth* (Pearson)
- ☐ Dave Ramsey – *The Total Money Makeover* (Thomas Nelson)



□ Bodie, Z., Merton, R. C., & Cleeton, D. L. – *Financial Economics* (Pearson)

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

A. Internal assessment 20% i.e. 20 marks

B. Semester end examination 30% i.e. 30 marks

(A) Internal Assessment 20 marks

Description	Marks
Internal tests of 20 marks each online / offline Q.1 Multiple choice Questions/True or False - 10 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% i.e. 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

Note:

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

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



Minor Group B Marketing
Digital Marketing Fundamentals

COURSE CODE: U25MS6MIM01
02

COURSE CREDIT:

1 credit - 15 lectures
minutes

1 lecture is 60

Course Objective:-

- Understand the digital marketing landscape and its key components
- Develop digital marketing strategies that align with business objectives
- Implement and manage digital marketing campaigns across various channels
- Analyze and measure the effectiveness of digital marketing efforts
- Stay up-to-date with the latest trends and best practices in digital marketing

Course Outcome:-

- Students will demonstrate a foundational understanding of core digital marketing concepts, channels, and strategies, enabling them to develop and execute basic digital marketing plans.
- Students will be able to apply digital marketing principles to real-world scenarios, analyze campaign performance, and recommend data-driven improvements.
- Students will understand the ethical considerations in digital marketing and be prepared to adapt to the evolving digital landscape.

Sr.No	Modules/ Units	
1	Digital Marketing & Evolution of Digital Marketing	15
	<ul style="list-style-type: none">➤ Defining digital marketing: A comprehensive definition encompassing all marketing efforts that use an electronic device or the internet.➤ Key characteristics of digital marketing: Reach, precision, measurability, interactivity, and cost-effectiveness.➤ From web 1.0 to web 3.0: Understanding the progression of the internet and its impact on marketing.	
2	Core Components of a Digital Marketing Strategy	15



	<ul style="list-style-type: none"> ➤ Defining target audience and buyer personas. ➤ Setting SMART goals for digital marketing campaigns. ➤ Search Engine Optimization (SEO): Organic search, keyword research, on-page and off-page optimization. 	
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Reference Books:

1. **Chaffey, D., & Ellis-Chadwick, F.** – *Digital Marketing: Strategy, Implementation and Practice* (Pearson)
2. **Ryan, D.** – *Digital Marketing: The Essential Guide to Marketing in a Digital World* (Kogan Page)
3. **Kotler, P., Kartajaya, H., & Setiawan, I.** – *Marketing 4.0: Moving from Traditional to Digital* (Wiley)



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- A. Internal assessment 20% i.e. 20 marks
- B. Semester end examination 30% i.e. 30 marks

(A) Internal Assessment 20 marks

Description	Marks
Internal tests of 20 marks each online / offline Q.1 Multiple choice Questions/True or False - 10 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% i.e. 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.**



Minor Group C HR
Human Capital Management

COURSE CODE: U25MS6MIH01
02

COURSE CREDIT:

1 credit - 15 lectures
minutes

1 lecture is 60

Course Objectives:

- Understand key economic theories behind human capital investment.
- Analyze the impact of education, training, and health on productivity.
- Examine labor market dynamics and talent allocation.
- Assess global best practices and policies for workforce planning.
- Apply human capital theories in real-world corporate and policy scenarios.

Learning Outcomes:

- Apply economic theories to human capital decisions.
- Analyze education, health, and skills as drivers of economic growth.
- Evaluate labor market policies using economic frameworks
- Propose innovative workforce strategies and policy recommendations.

Modules/ Units	
UNIT 1: FOUNDATIONS OF HUMAN CAPITAL THEORY	15
1.1 Introduction to Human Capital (3 Hours) <ul style="list-style-type: none">• Definition and Components of Human Capital• Becker's Human Capital Theory (Investment in Education & Training)• The Role of Human Capital in Economic Growth (Lucas & Romer Models) 1.2 Measuring Human Capital <ul style="list-style-type: none">• Human Capital Index (HCI) and its Implications• Returns to Education & Training (Mincerian Wage Equation)• Private vs. Social Returns to Human Capital Investment 1.3 Economics of Education and Skills <ul style="list-style-type: none">• Human Capital vs. Signaling Theory (Spence's Model)	



<ul style="list-style-type: none"> • Role of STEM, Vocational, and Higher Education in Economic Growth • Case Study: Economic Impact of Skill Mismatch <p>1.4 Empirical Research on Human Capital</p> <ul style="list-style-type: none"> • Methods of Measuring Human Capital Investments • Data Sources (Household Surveys, World Bank Reports) • Interpreting Economic Indicators of Human Capital <p>1.5 Discussion and Case Study Review</p> <ul style="list-style-type: none"> • Case Study: Singapore's Human Capital Development Model • Group Discussion: Should Higher Education Be Free? • Research Assignment: Comparative Analysis of Human Capital in Developed vs. Developing Economies 	
UNIT 2: HUMAN CAPITAL AND LABOR MARKETS	15
<p>2.1 Labor Market Theories and Human Capital</p> <ul style="list-style-type: none"> • Labor Demand and Supply Theories • Occupational Choice and Human Capital Accumulation • Economic Returns to Work Experience <p>2.2 Workforce Planning and Talent Allocation</p> <ul style="list-style-type: none"> • Economic Models of Workforce Planning • HR Economics: Cost-Benefit Analysis of Hiring & Training • Link Between Compensation and Productivity <p>2.3 Wage Determination and Inequality</p> <ul style="list-style-type: none"> • Labor Market Segmentation Theory • Wage Differentiation and Gender Pay Gap • Case Study: Role of Labor Unions in Human Capital Development <p>2.4 Migration, Brain Drain, and Talent Retention</p> <ul style="list-style-type: none"> • Economic Effects of Skilled Migration • Brain Drain vs. Brain Gain Debate • Policies to Retain High-Skilled Workforce <p>2.5 Discussion and Case Study Review</p> <ul style="list-style-type: none"> • Case Study: Germany's Apprenticeship Model and Workforce Strategy 	



<ul style="list-style-type: none"> • Debate: Should Governments Regulate Wages? • Research Task: Policy Recommendations for Reducing Skill Gaps 	
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References

- "Labour Economics" – George J. Borjas
- "Labour Economics and Industrial Relations in India" – T.S. Papola
- "Employment and Labour Market in India" – K.R. Shyam Sundar
- "The Future of Work" – Richard Susskind
- "The Economics of Labour Markets" – Bruce Kaufman
- Reports from ILO, NITI Aayog, and Labour Ministry on workforce trends

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

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

(A) Internal Assessment 20 marks

Description	Marks
Internal tests of 20 marks each online / offline	10
Q.1 Multiple choice Questions/True or False - 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)	5
Class Participation	5
Total	20



(B) Semester end examination 30% i.e. 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
Note: 1. Q.1, 2 and 3 - 10 marks questions may be divided into sub-questions of 5 marks, if required. 2. Q.3 May include theory (short notes) (Any 2 out of 3) /Case Study in one of the options.	

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

VSC
Operation Research

COURSE CODE: U25MS6VSC01
02

COURSE CREDIT:



1 credit - 15 lectures
minutes

1 lecture is 60

Course Objective:-

- To help students to understand operations research methodologies
- To help students to solve various problems practically
- To make students proficient in case analysis and interpretation

Learning Outcome :-

- Formulate and Model Problems – Develop mathematical models for real-world decision-making problems using operations research techniques.
- Apply Optimization Techniques – Utilize linear programming, integer programming, and nonlinear programming methods for optimization.
- Solve Problems Using Analytical Methods – Implement techniques such as the simplex method, transportation models, and assignment problems.
- Utilize Decision-Making Tools – Apply game theory, decision analysis, and queuing theory to support strategic decision-making.

SN	Modules/ Units	No of Lectures
1	Introduction to Operations Research and Linear Programming	
	a) Introduction To Operations Research <ul style="list-style-type: none">● Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. b) Linear Programming Problems: Introduction and Formulation <ul style="list-style-type: none">● Introduction to Linear Programming● Applications of LP● Components of LP● Requirements for Formulation of LP Problem● Assumptions Underlying Linear Programming● Steps in Solving LP Problems● LPP Formulation (Decision Variables, Objective Function,	15



	<p>Constraints, Non Negativity Constraints)</p> <p>c) Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> ● Maximization & Minimization Type Problems. (Max. Z & Min. Z) ● Two Decision Variables and Maximum Three Constraints Problem ● Constraints can be "less than or equal to", "greater than or equal to" or a combination of both the types i.e. mixed constraints. ● Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. <p>d) Job Sequencing Problem</p> <ul style="list-style-type: none"> ● Processing Maximum 9 Jobs through Two Machines only. ● Processing Maximum 6 Jobs through Three Machines only. ● Calculations of Idle Time, Elapsed Time etc. 	
2	<p>Assignment and Transportation Models</p> <p>a) Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> ● Maximization & Minimization Type Problems. ● Balanced and Unbalanced Problems. ● Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. ● Simple Formulation of Assignment Problems. ● Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. <p>Note:</p> <p>1. Travelling Salesman Assignment Problem is not included.</p> <p>b) Transportation Problems</p> <ul style="list-style-type: none"> ● Maximization & Minimization Type Problems. ● Balanced and Unbalanced problems. ● Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. ● Simple Formulation of Transportation Problems. ● <u>Initial Feasible Solution</u> (IFS) by: <ul style="list-style-type: none"> a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel's Approximation Method (VAM) ● Maximum 5 x 5 Transportation Matrix. ● Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u>. (u, v and Δ) ● <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS. 	15



	Note: 1. Production Scheduling Problem is not included. Time Minimization Problem is not included.	
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Reference Books

- Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India
- Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons
- Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons
- Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company
- Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- A. Internal assessment 20% i.e. 20 marks
- B. Semester end examination 30% i.e. 30 marks



(A) Internal Assessment 20 marks

Description	Marks
Internal tests of 20 marks each online / offline Q.1 Multiple choice Questions/True or False - 10 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

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> <p>1. Q.1, 2 and 3 - 10 marks questions may be divided into sub-questions of 5 marks, if required.</p> <p>2. 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.**



COURSE NAME: OJT – On Job Training

COURSE CODE: U25MS6OJT01

COURSE CREDIT: 04

1 credit - 15 lectures

1

lecture is 60 minutes

Programme Guidelines for OJT

Guidelines:

- The project topic may be undertaken in any area of Elective Courses.
- Each of the students has to undertake a Project individually under the supervision of a teacher-guide.
- The student shall decide the topic in consultation with the teacher-guide concerned.
- University/college should allot P G Teacher for guidance to the students based on her / his specialization.
- There shall be double valuation of project by the teacher- guide concerned and an external examiner appointed by the University/College with equal weightage.
- The teacher-guide along with the external examiner appointed by the University/College for the valuation of project shall conduct viva voce examination with equal weightage.
- The date of viva voce shall be intimated to the students by the Department well in advance.
- The project report shall be prepared as per the broad guidelines given below:
 - a. Project Report shall be typed in Times New Roman with one and half line spacing in 12 Font Size and 1.5 spacing.
 - b. The size of the Project Report shall be with a minimum of 25,000 words and a maximum of 40,000 words.
 - c. Project Report shall be printed on both sides of the paper.
 - d. The Project Report shall be bounded.

Evaluation:

The Project Report evaluation is for 60 Marks and the Viva –Voce examination is for 40 Marks (without presentation).

No marks will be allotted on the Project Report unless a candidate appears at the Viva-Voce Examination. Similarly, no marks will be allotted on Viva-Voce Examination unless a candidate submits his/her Project Report.



Project Report (60 marks):

Introduction and other areas covered	– 20 marks
Presentation, Analysis & Findings	-- 30 marks
Conclusion & Recommendations	-- 10 marks

Viva-Voce (40 marks):

In course of Viva-Voce Examination, the question may be asked in the following areas: Importance / relevance of the Study, Objective of the Study, Methodology of the Study/ Mode of Enquiry	-- 10 marks
Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	-- 20 marks
Overall Impression (including Communication Skill)	-- 10 marks

Passing:

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

Format

College Logo



1st page (Main Page)

Title of the problem of the Project

A Project Submitted to

University of Mumbai for partial completion of the degree

of Master in Commerce

Under the Faculty of Commerce

By Name of the Learner

Under the Guidance of

Name of the Guiding Teacher Name

address of the College

Month and Year



2nd Page

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



3rd page

Index		
Chapter No. 1	Title of of the Chapter	Page No.
Sub points 1.1, 1.2 and so on		
Chapter No. 2	Title of of the Chapter	Page No.
Chapter No. 3	Title of of the Chapter	Page No.

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



Structure to be followed to maintain the uniformity in formulation and presentation of OJT

Guidelines for On-the job- Training project work(OJT)

The theme of the internship should be based on any study area of the elective courses

- Project Report should be of minimum 50 pages
- Experience Certificate is Mandatory
- A project report has to be brief in content and must include the following aspects:

§ Executive Summary: A bird's eye view of your entire presentation has to be precisely offered under this category.

§ Introduction on the Company: A Concise representation of company/ organization defining its scope, products/ services and its SWOT analysis.

§ Statement and Objectives: The mission and vision of the organization need to be stated enshrining its broad strategies.

§ Your Role in the Organisation during the internship: The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.

§ Challenges: The challenges confronted while churning out theoretical knowledge into practical world.

§ Conclusion: A brief overview of your experience and suggestions to bridge the gap between theory and practice.



On separate page Name and address of the college

Certificate

This is to certify that Ms/Mr has worked and duly completed her/his Project Work for the degree of Master in Commerce under the Faculty of Commerce in the subject of _____ and her/his project is entitled, " _____ " under my supervision. I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University. It is her/ his own work and facts reported by her/his personal findings and investigations.

Name and Signature of Guiding Teacher

Date of submission:



On separate page

Declaration by learner

I the undersigned Miss / Mr. _____ here by,
declare that the work embodied in this project work titled " _____",

forms my own contribution to the research work carried out under the guidance of _____ is a result of my own research work and has not been previously submitted to any other University for any other Degree/Diploma to this or any other University. Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography. I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

Name and Signature of the learner



On separate page

Acknowledgment (Model structure of the acknowledgement)

To list who all have helped me is difficult because they are so numerous and the depth is so enormous. I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the University of Mumbai for giving me chance to do this project. I would like to thank my Principal, _____ for providing the necessary facilities required for completion of this project. I take this opportunity to thank our Coordinator _____, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide _____ whose guidance and care made the project successful. I would like to thank my College Library, for having provided various reference books and magazines related to my project.

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

