

HSNC University, Mumbai

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



Ordinances and Regulations

With Respect to

Choice Based Credit System (CBCS)

For the

Programmes

Under

The Faculty of Commerce & Management

With effect from the

Academic year 2021-22



HSNC UNIVERSITY, MUMBAI

Board of Studies in Faculties of Commerce & Management

Board of Studies in Commerce and Management Subject

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

- a) Chair - Dr. Rita Khatri, Associate Professor, Department of Commerce, H. R. College. Email id khatririta@hrcollege.edu Mob 9324016060.
- b) Co-chair - Prof Smarajit Padhe. Assistant Professor, K.C College
Email id smarajit.padhi@kccollege.edu.in Mob no 7977676421.

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

- a) Dr Jasbir Sodi ,Assistant Professor ,Department of Commerce, H. R College Email id -jas.saj@rediffmail.com Mob: 9323895430
- b) Dr Navin Punjabi, Vice Principal and Assistant Professor, Department of Commerce, H R College. Email id: navin.punjabi@gmail.com
Mob 9920177199
- c) Dr Kulvinder Bath, Associate Professor, Department of Commerce
K. C. College. Email id- kulprofessional@gmail.com
Mob:9833060902
- d) Ms Kanu Priya Sharma,Assistant Professor, H.R College

Email id: kanupriya.sharma@hrcollege.edu , Mob : 8879512354

e) Ms. Shweta Singh, Assistant Professor, H.R College

Email id: singhshweta0902@gmail.com Mob: 9702050350

3) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body; nominated by Parent Body;-

a) Dr Khushpat Jain (HOD), Associate Professor, Sydenham College.

Email id: ksjain2002@yahoo.com Mob - 9867799797.

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

a) Dr Hasina Sayed (HOD), Associate Professor Jai Hind College.

Email id : hasina.sayed@jaihindcollege.edu.in Mob: 9819121250

b) Dr Ketan Vira , Dean and Associate Professor at GNVS Institute of Management, Mumbai. Email id ketanvira@rediffmail.com
Mob: 9870551111

c) Mr Akhilesh Rao , Director Operations-Ezychain Logistics Pvt limited.

Email id raoakhil24@gmail.com Mob:9321498932

d) Mr Rajiv Kalwani , Vice President- Reliance Retail Ltd

Email id : rajivkalwani0204@gmail.com Mob:9967613000

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

a) Geetika Bhatia, H R College

Email id geetikabhatia58@gmail.com Mob:9820783509

b) Jeevika Sahajwani, H R College

Email id jeevika.sahajwani@gmil.com Mob:9712917598

c) Sarah Vaz , HR College

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Ordinances and Regulations

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Under

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Management**

With effect from the

The academic year 2021-22

Part I (Section A)

R. ** : The Definitions Of The Key Terms Used In The Choice Based Credit System And Grading System Introduced From The Academic Year 2020-2021 Are As Under:**

Outline of the Choice Based Credit System as outlined by the University Grants Commission:

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

2. **Elective Course:** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 **Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of **interdisciplinary** nature (to be offered by main discipline/subject of study).

2.2 **Dissertation/Project:** An elective course designed to acquire Special/advanced knowledge, such as supplement study/support study to project work, and a candidate studies such a course on his own with advisory support by a teacher/faculty member is called dissertation/project. A Project / Dissertation work would be of 6 credits. A Project / Dissertation work may be given in place of a discipline-specific elective paper.

2.3 **Generic Elective (GE) Course:** An elective course chosen generally from an unrelated discipline/subject, to seek exposure is called a Generic Elective.

Note: A core course offered in a discipline/subject may be treated as an elective by another discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. **Ability Enhancement Courses (AEC):** The Ability Enhancement (AE)

Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement;

SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

4. Choice Based Credit System (CBCS)

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill-oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students.

5. Honours Program

To enhance employability and entrepreneurship abilities among the learners, through aligning Inter-Disciplinary / Intra Disciplinary courses with Degree Program. **Honours Program will have 40 additional credits to be undertaken by the learner across three years essentially in Inter / Intra Disciplinary course.**

A learner who joins Regular Undergraduate Program will have to opt for the Honours Program in the first year of the Program. However, the credits for honours, though divided across three years can be completed within three years to become eligible for award of honours Degree.

6. Program:

A Program is a set of course that are linked together in an academically meaningful way and generally ends with the award of a Degree Certificate depending on the level of knowledge attained and the total duration of the study.

7. Course:

A 'course' is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a course must necessarily have academic coherence, i.e. there must be a common thread linking the various components of a course. Several linked courses considered together are in practice, a 'program'.

8. Bridge Course:

Bridge course is visualized as Pre-semester preparation by the learner before the commencement of regular lectures. For each semester the topics, whose knowledge is considered as essential for effective and seamless learning of topics of the Semester, will be specified. The Bridge Course can be conducted in online mode. Online content can be created for the Bridge Course Topics.

9. Module and Unit:

A course which is generally an independent entity having its own separate identity is also often referred to as a 'Module' in today's parlance, especially when we refer to a 'modular curricular structure'. A module may be studied in conjunction with other learning modules or studied independently. A topic within a course is treated as a Unit.

10. Self-Learning:

20% of the topics will be marked for Self-Learning. Topics for Self-Learning are to be learned independently by the student, in a time-bound manner, using online and offline resources including online lectures, videos, library, discussion forums, fieldwork, internships etc.

Evaluative sessions (physical/online), equivalent to the credit allocation of the Self Learning topics, shall be conducted, preferably, every week for each course. Learners are to be evaluated in real-time during evaluative sessions. The purpose of evaluative sessions is to assess the level of the students' learning achieved in the topics earmarked for Self-Learning.

The teacher's role in these evaluative sessions will be that of a Moderator and Mentor, who will guide and navigate the discussions in the sessions, and offer concluding remarks, with proper reasoning on the aspects which may have been missed by the students, in the course of the Self-Learning process.

The modes to evaluate self-learning can be a combination of the various methods such as written reports, handouts with gaps and MCQs, objective tests, case studies and Peer learning. Groups can be formed to present self-learning topics to peer groups, followed by Question and Answer sessions and open discussion. The marking scheme for Self Learning will be defined under Examination and Teaching.

The topics stipulated for self-learning can be increased or reduced as per the recommendations of the Board of Studies and Academic Council from time to time. All decisions regarding evaluation need to be taken and communicated to the stakeholders preferably before the commencement of a semester. Some exceptions may be made in exigencies, like the current situation arising from the lockdown, but such ad hoc decisions are to be kept to the minimum possible.

11. Credit Point:

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like reading, reflecting, discussing, attending lectures/counselling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single course always pay attention to how many hours it would take for a learner to complete a single course successfully.

12. Credit Completion and Credit Accumulation:

Credit completion or Credit acquisition shall be considered to take place after the learner has successfully cleared all the evaluation criteria concerning a single course. Learner level of performance above the minimum prescribed level (viz. grades/marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on adding more and more credits as he completes successfully more and more courses. Thus the learner 'accumulates' course wise credits.

13. Credit Bank:

A Credit Bank in simple terms refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the course/s for which Credit has been given, the course-level, nature, etc. Also, all the information regarding the number of Credits transferred to different programs or credit exemptions given may be stored with the individual's history.

14. Credit Transfer:

(Performance transfer) When a learner completes a program, he/she is allowed to transfer his/her past performance to another academic program having some common courses and Performance transfer is said to have taken place.

15. Course Exemption:

Occasionally, when two academic programs offered by a single university or by more than one university, may have some common or equivalent course-content, the learner who has already completed one of these academic programs is allowed to skip these 'equivalent' courses while registering for the new program. The Learner is 'exempted' from 'relearning' the common or equivalent content area and from re-appearing for the concerned examinations. It is thus taken for granted that the learner has already collected in the past the credits corresponding to the exempted courses.



HSNC University, Mumbai

(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes Under

The Faculty of Commerce and Management

For the Programme

Master of Commerce

In

Business Management

Curriculum– Second Year Post Graduate Programmes

Semester-III and Semester -IV

For the academic year 2021-22

INDEX

Sr. No.	Subjects
Semester III	
1.	Human Resource Management
2.	Rural Marketing
3.	Entrepreneurial Management
4.	Marketing Strategies and Practices
5.	Project Work - I
Semester IV	
6.	Supply Chain Management and Logistics
7.	Advertising and Sales Management
8.	Retail Management
9.	Management of Business Relations
10.	Project Work – II

Part 1- Preamble

M.com in Business management is the two years' post graduate program that provides broad education that focuses on the fundamental of business management and critical leadership skills. The students in the program come from a wide variety of backgrounds, including commerce, Business management and social sciences. M.Com graduates can explore opportunities in business and service sector. The course content is designed to create strong fundamental framework with an orientation toward contemporary business environment. The programme provide conceptual and analytical skills and gives students an insight into dynamics of business.

The programme is designed to nurture students and help them build and enhance their managerial competence so as to :-

- Develop capacity to learn and adopt to national and international environment
- Imbibe value of integrity, fairness and ethical standards in management.
- Develop creative thinking through entrepreneurial skills so that as future managers they can meet the challenges of the business.
- Equip and train Post Graduate students to accept the challenges of Business World by providing opportunities for study and analysis of advanced Commercial and business methods and processes.
- Develop independent logical thinking and facilitate personality development.
- To study by students methods of Data collection and their interpretations.
- To develop among students Communication, Study and Analytical skills.

Apart from the other post-graduate and research courses M.Com is the most exalted two year full time post-graduate programme in commerce. The Mcom in Business Management course provides an extreme and rigorous base for teaching, research and allied business administration. The programme has been well received in the industry and shall be serving the needs of managerial cadre in Indian Inc. The course serves the needs of academics and prepares students for research and teaching.

Course Objectives:

Semester III

PG-SBM-301 Human Resource Management

- To develop necessary skill set in the students for application of HR issues
- To understand the purpose, process and applications of Human Resource Planning and Human Resource Department in the context of different organizational strategies
- To acquaint students with latest compliance and law of the land.
- To explain HR Practices applicable at Global Level.

PG-SBM-302 Rural Marketing

- The main objective of this programme is to develop a strong foundation of applied knowledge, concepts, approaches and analytical skills in the participants for successful marketing of products and services to rural consumers and users.
- To introduce the students to the Agricultural environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

PG-SBM-303 Entrepreneurial Management

- To understand the role and fundamentals of Entrepreneurship and procedure of registering a start-up venture
- To develop an understanding of National entrepreneurship Culture
- To acquaint learners with the institutional and government supports available for Entrepreneurship Development.

PG-SBM-304 Marketing Strategies and Practices

- To orient the learner on fundamentals of Marketing Strategies.
- To familiarize learner with competition and the marketing practices.
- To provide the basic fundamental understanding of product, pricing, promotion strategies and emerging strategies in 21st century

PG-SBM-305 Project Work -I

Semester IV

PG-SBM--401 Supply Chain Management and Logistics

- Recognising Supply chain integration to support products in various product life cycle
- Balancing Logistics, Manufacturing and inventory policies with demand and Customer satisfaction
- Leveraging organizational capabilities and resource across supply chain business process
- Design lean but agile supply chain that integrate green initiatives
- Implement E-Supply chain Management systems

PG-SBM-402 Advertising and Sales Management

- To orient the learner on fundamentals of Advertising in current era.
- To familiarize learner with advertising agencies, various Media, Regulatory framework of advertising
- To provide the basic fundamental understanding of Sales Management and Sales Planning and Controlling.

PG-SBM-403 Retail Management

- The students will be introduced to the fundamental concepts of Retail Management.
- Understand the functions of retail business and various retail formats and retail channels
- Understand the various strategies involved with the retail sector
- This course provides an insight to the students regarding various issues associated with store operation, visual merchandising, merchandising, inventory management, retail sales etc.

PG-SBM-404 Management of Business Relations

- To understand the fundamental concepts of customer, supplier, employee and channel relationship management.
- To understand the role and competencies of Business Relations Manager.
- To have fundamental understanding of strategic framework required for managing relationships with customers, employees and other stakeholders.

PG- SBM-405 – Project Work – II

Process adopted for curriculum designing:

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

Salient features, how it has been made more relevant:

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

Learning Outcomes:

PG-SBM-301 Human Resource Management

- Learners understand the challenges and issues faced by Human Resource Manager while performing functional activities
- Students learn skills and knowledge required to successfully implement an effective talent management system
- Better Stress management in daily lives and organization leading high levels of performance.
- Role of technology in recruitment, selection, career progression and other function of human resource management.
- Learners to study the strategies induced to manage talent and engage them to the fullest

PG-SBM-302 Rural Marketing

- A thorough understanding of the upcoming rural sector for marketing and distribution.
- Knowledge about the extremely viable Bottom of the pyramid.
- Emerging managerial initiatives and relevant frameworks in rural marketing.
- Experiences of institutions engaged in rural marketing in the form of case studies.

PG-SBM-303 Entrepreneurial Management

- Sharpen creative, innovative and problem solving skills of the learner
- Equip the learners with life skills and prepare them to tackle failures and uncertainties
- Overview on women and social entrepreneurship
- Clear understanding on entrepreneurial environment and its relevance

PG-SBM-304 Marketing Strategies and Practices

- The learner will gain the broad understanding of marketing practicing concepts, competition and marketing strategies.
- The course provides an overview of competitive strategies, product, pricing, promotion strategies and emerging strategies in today's era that will form the base for the advance application based studies.

PG-SBM-305 Project Work - I

Semester IV

PG-SBM--401 Supply Chain Management and Logistics

- Learn logistics concepts and basic activities and recent logistics trends
- Understand how to reduce the logistics cost to minimum by applying various techniques.
- Gain knowledge about warehouse management
- Design a logistics network formulate a mathematical Model
- Explain the inventory control methods
- Evaluate the logistics cost calculation methods

PG-SBM-402 Advertising and Sales Management

- The course imparts the knowledge needed to understand the concept and relevance of Advertising and sales Management in the modern era
- Enable learners to understand the scope and complexity of advertising creativity and sales management.
- Gather an overview about advertising agencies, various Media, Regulatory framework of advertising, Sales force management, Structure and steps in Developing a Sales Organisation, Methods and Types of Sales Quota
- Highlighting the role of IT in sales management.

PG-SBM-403 Retail Management

- Define retail business and identify its working mechanisms
- Explain the retail business model for brick and mortar formats in detail
- This course provides an insight to the students regarding various issues associated with store operation, visual merchandising, merchandising, inventory management, retail sales etc

PG-SBM-404 Management of Business Relations

- The course provides detailed knowledge in the field of business relationships and network management with special emphasis on relationship dynamics.
- The learner will gain specific knowledge of managing customer relationships, supplier relationships, employee relationships and channel relationships.
- The learner will have greater insights in customer relationship management and will understand how the use of technology in customer relationship management can bring greater value to customer and build in corporate image as course emphasizes more on E- CRM and its benefits to marketers and customers.
- The course helps developing competencies of strategizing and developing important business relationships and managing its network.

PG- SBM-405 – Project Work – II

Input from stakeholders

For drafting the syllabus, each department has taken inputs from industry experts, parents and notable alumni. The stakeholders have been impressed with the inclusion of e-learning options for the learners provided in the syllabus. For more advanced related topics, there can be sharing of video lectures and seminars, workshops, short term courses could be organized.

Part 2
The Scheme of Teaching and Examination is as under

2nd Year Semester – III
Summary

Sr . No	Choice Based Credit System	Subject Code	Remarks
1	Elective Course (Any three)	PG-SBM-301 PG-SBM-302 PG-SBM-303 PG-SBM-304	Human Resource Management Rural Marketing Entrepreneurial Management Marketing Strategies and Practices
2	Project Work -I	PG-SBM-305	Application and knowledge based research to be undertaken in areas of the electives

Part 2 - The Scheme of Teaching and Examination
Semester – III

Second Year Semester III Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week						Total Marks						
			Units	SL	L	T	P	Credits	SLE	RP	VV	SEE	Total		
1	PG-SBM-301	Human Resource Management	4	20%*	4	0	0	6	10	20	10	60	100		
2	PG-SBM-302	Rural Marketing	4	20%*	4	0	0	6	10	20	10	60	100		
3	PG-SBM-303	Entrepreneurial Management	4	20%*	4	0	0	6	10	20	10	60	100		
4	PG-SBM-304	Marketing Strategies and Practices	4	20%*	4	0	0	6	10	20	10	60	100		
5	PG-SBM-305	Project Work – I						6					100		
Total Hours / Credit									24						400

SL: Self Learning, L: Lecture, T: Tutorials, P: Practical, SLE- Self learning evaluation, CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment
RA- Research Project t, VV- Viva Voce

**Note :Students are required to choose any three subject from serial number (1to 4)
Project Work – I is a compulsory paper for all .**

Second Year Semester – III Units – Topics – Teaching Hours

Sr. No	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dits	Total Marks
1	PG-SBM-301	I	Human Resource Management	15	60	6	100 (60+40)
		II	Human Resource Development	15			
		III	Labour Codes and Latest Development in HRM	15			
		IV	Emerging issues in HRM	15			
2	PG-SBM-302	I	Introduction to Rural Marketing	15	60	6	100 (60+40)
		II	Consumer Behaviour and Rural Marketing	15			
		III	Agricultural Marketing	15			
		IV	Recent trends in Rural Marketing	15			
3	PG-SBM-303	I	Entrepreneurship Development Perspective	15	60	6	100 (60+40)
		II	Creating Entrepreneurial Venture	15			
		III	Registration of Business Organization and Start up	15			
		IV	Assistance and incentives for promotion and development of Entrepreneurship	15			
4	PG-SBM-304	I	Introduction to marketing strategies	15	60	6	100 (60+40)
		II	Developing marketing strategies & plan	15			
		III	Market environmental trends and building customer value	15			
		IV	Recent trends in marketing strategies	15			
	PG-SBM-305		Project Work – I (Project Book + Viva)			6	100 (50+50)
			Total			24	400

Lecture Duration – 48 Minutes

60 lectures per subject equivalent to 48 hours per subject

One credit = 16 hours

Note : Students are required to choose any three subject from serial number (1to 4)

Project Work – I is a compulsory paper for all .

Part 3 - Detailed Scheme

Curriculum Topics along with Self-Learning topics - to be covered, through self-learning mode along with the respective Unit. Evaluation of self-learning topics to be undertaken before the concluding lecture instructions of the respective Unit.

Course Code PG-SBM-301 Human Resource Management

Sr No	Units/Modules	No. of Lectures
I	<p>Human Resource Management</p> <p>1.1 Human Resource Management (HRM). – Concept, Traditional HRM v/s Strategic HRM , Objectives of HRM</p> <p>1.2 Organization Structure of HRM Department – Changing Role of H.R. Manager and Challenges faced by Human Resource Managers</p> <p>1.3 Human Resource Planning- Concept, Factors affecting HRP , Information Management in HRP – HRIS (Human Resource Information System)</p> <p>1.4 Job Analysis, Psychological and Behavioural issues in HRP.</p> <p>1.5 Job Designing and re-designing : rotation, enlargement, enrichment and remote working</p> <p>1.6 Recruitment – Process and Sources</p> <p>1.7 Selection – Process and Types of tests, Types of interviews , Induction and socialization,</p> <p>1.8 Role of technology in Recruitment and Selection</p>	15
II	<p>Human Resource Development</p> <p>2.1 Training and Development - Designing of the effective training programme Evaluation of the effective training programme, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis),</p> <p>2.2 Types–On the Job &Off the Job Method, New technologies used in training, Global Training Trends ,New technology in training and development, Cultural Diversity Training,</p> <p>2.3 Management Development Programme – Techniques. Programs & methods, importance, evaluating a MDP.</p> <p>2.4 Performance Appraisal- Process, Guidelines for conducting appraisal Interviews, Ethical aspects in performance appraisal.</p> <p>2.5 Career Advancement and Succession Planning- Self-Development Mechanism and Knowledge enrichment, Managing Promotion and Transfers, Managing dismissal,</p> <p>2.6 Succession Planning- Problems and Issues, Culture as a factor in Succession Planning</p>	15
III	<p>Labour Code and Latest Development in H.R.M</p>	15

	<p>3.1 Labour Code</p> <ul style="list-style-type: none"> • Code on wages , 2021 • Industrial Relations code 2020 no 35 of 2020 • Code on Social Security No. 36 of 2020 • Occupational Safety and Health and working conditions code 2020 No 37 of 2020 <p>3.2 Global HRM</p> <p>3.3 Work force and cultural diversity – Meaning, scope , importance and current trends</p>	
IV	<p>Emerging Issues In H.R.M</p> <p>4.1 Stress and its Impact on Job Performance, Role of organization in ensuring mental and physical health of employees , Case studies and Examples of Organizational initiatives on managing stress during crisis , Work life balance – Need and Importance</p> <p>4.2 Employee Engagement, Managing Millennials (Gen Y)</p> <p>4.3 Talent Management – Concept , Importance, Process, Talent Management Information System, Best Practices of Talent Management , Talent Gap – Meaning, Strategies to Fill Gaps, Iceberg model</p> <p>4.4 H.R. Practices at Global level</p> <p>4.5 Knowledge Management</p> <p>4.6 Learning Organization</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Job analysis, designing and re-designing : rotation, enlargement, enrichment and remote working
2	Career Advancement, Succession Planning
3	Work Force Diversity
4	Employee Engagement and Talent Management

Online Resources

<https://youtu.be/0wNuyNZIzrQ> (IISC Bangalore) , Prof K.B. Akhilesh on job design and payment system

<https://www.youtube.com/watch?v=7kXdbXGYhWc> (IIT Khargpur) Prof Aradhana Malik , Principles of Human Resource Management

<https://nptel.ac.in/courses/110/105/110105069/> (IIT Khargpur) Prof Aradhana Malik, Career Development

<https://nptel.ac.in/courses/110/105/110105069/> IIT Kharagpur Prof Aradhana Malik, Principles of Human Resource Management (career development and succession planning)

<https://youtu.be/naP-RIJ8xvQ>
(Work Force Diversity)

<https://nptel.ac.in/courses/110/107/110107152/> employee engagement and talent management

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

- Human Resource Management Text and Cases 8th Edition - K Aswathappa
 - Human Resource Management – Garry Dessler
 - Handbook of Compliances Under Labour Laws Paperback – 21 January 2019 by Som Nath Munjal
 - Industrial Relations, Trade Unions and Labour Legislation | Third Edition | By Pearson Paperback – 30 June 2017 , P.R.N. Sinha and Sinha Indu Bala
 - V.S.P Rao :Human Resource Management , Taxmann's 2nd Edition
 - In Search of Balance between Talent Management and Employee Engagement in Human Resource Management, Wilson Ozuem (University of Hertfordshire, UK & Regents University, UK), Geoff Lancaster (London School of Commerce, UK) and Harshika Sharma (University of Wales, UK)
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Course Code: PG-SBM-302
Rural Marketing

Sr.No.	Modules/ Units	No. of Lectures
I	<p>Introduction to Rural Marketing</p> <p>1.1 Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics.</p> <p>1.2 Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets.</p> <p>1.3 Constraints in Rural Marketing and Strategies to overcome constraints</p> <p>1.4 Characteristics of Rural Consumers. Comparison between rural and urban consumer</p> <p>1.5 Problems of Rural Consumer: Adulteration, Short Weight and Measures,</p> <p>1.6 Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing</p> <p>1.7 As of rural marketing (Awareness, Acceptability, Adaptability and Affordability) – Marketing Mix for Rural Market</p> <p>1.8 Researching Rural Market</p>	15
II	<p>Consumer Behaviour and Rural Marketing</p> <p>2.1 Rural market segmentation and BoP markets</p> <p>2.2 Consumer Behaviour: Characteristics of Buying Behaviour- Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence.</p> <p>2.3 Government Schemes: Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of Khadi and Village Industries Commission (KVIC).</p>	15

	2.4 Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing	
III	<p>Agricultural Marketing</p> <p>3.1 Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing</p> <p>3.2 Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India.</p> <p>3.3 Agricultural Exports: Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural & Processed Food Products Export Development Authority (APEDA)</p>	15
IV	<p>Recent Trends in Rural Marketing</p> <p>4.1 E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing.</p> <p>4.2 Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.</p> <p>4.3 Online Marketers: Role of Online Marketers, Growth and Challenges</p> <p>Case Studies of FMCG, Consumer durables and Banking with respect to rural marketing.</p>	15

Self-Learning topics

1	1.4 Characteristics of Rural Consumers. Comparison between rural and urban consumer
2	1.8 Researching Rural Market

Online Resources

<https://www.youtube.com/watch?v=b2-wHE8Cwdw> (IIT Rorkee)

<https://www.youtube.com/watch?v=LJDq2g9rJaY> (IIM Ahmedabad)

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of
- Contemporary Marketing Strategy, Routledge Taylor & Francis Group.

- Andersson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
- Ed Peelen, Customer Relationship Management, Pearson Education
- Bhasin 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.
- Badi & Badi : Rural Marketing
- Mamoria, C.B. & Badri Vishal : Agriculture problems in India
- Arora, R.C. : Integrated Rural Development
- Rajgopal : Managing Rural Business
- Gopaldaswamy, T.P. : Rural Marketing

Course Code: PG-SBM-303
Entrepreneurial Management

Sr No	Units	No. of Lectures
I	<p>Entrepreneurship Development Perspective</p> <p>1.1 Entrepreneurship – Concept, Factors affecting growth of Entrepreneurship, Types of Entrepreneurs, Requirements of Entrepreneurial structure.</p> <p>1.2 Entrepreneurial Culture -Elements of culture, Steps to change Entrepreneurial culture, Entrepreneurial v/s Administrative culture, National Entrepreneurship Culture.</p> <p>1.3 Theories of Entrepreneurship- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness</p>	15
II	<p>Creating Entrepreneurial Venture</p> <p>2.1 Entrepreneurial Environment- Significance, Analysing the Current Business Scenario, SWOC Analysis, Problems of Entrepreneurship</p> <p>2.2 Financial Analysis of Entrepreneurial Venture- Significance, Tools of Financial Analysis, Sources of development finance</p> <p>2.3 Social Entrepreneurship- Features, Importance, Arguments (for and against) Social Entrepreneurship, Women Entrepreneurs – concept and</p>	15

	special Government schemes for women entrepreneurs in India.	
III	<p>Registration of Business Organization and Start Up</p> <p>3.1 Registration of Business Organization: Types of Business Organization and their registration process: Sole Proprietorship, Limited Liability Partnership (LLP), Private Limited Company, One Person Company and Public Limited Company</p> <p>3.2 Advantages and Limitations of each type of Business Organization</p> <p>3.3 MSMED Act 2020</p> <p>3.4 Start Up: Definition of Startup, Evolution of Start up in India,</p> <p>3.5 Make in India , Leading Unicorns in India, Atmanirbhar Bharat and other Government schemes</p>	15
IV	<p>Assistance and Incentives for Promotion and Development of Entrepreneurship</p> <p>4.1 Incentives – Need, Promotion and development Entrepreneurship-Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organizational.</p> <p>4.2 NPSD - National Policy for Skill Development and Entrepreneurship 2015.</p> <p>4.3 Institutions in aid of Entrepreneurship Development - The National institute for Entrepreneurship and small business development, District Industry Centre (DIC), National Alliance of young Entrepreneurs</p> <p>4.4 Skill development Councils</p> <p>4.5 Role of Educational Institutions in promoting Entrepreneurship</p>	15

Self - Learning topics (unit wise)

Sr No.	Unit	Topic
1	1.2	National Entrepreneurship Culture
2	2.1	Analysing the Current Business Scenario
3	3.3	Reasons for failure of Start-ups
4	4.2	NPSD – National Policy for Skill Development and Entrepreneurship, 2015

Online Resources

NPTEL Course on Entrepreneurship, Prof C Bhaktavatsala Rao, PhD. Ajit Singhvi Chair Professor, Department of Management Studies, IIT Madras
<https://nptel.ac.in/courses/110/106/110106141/> (National Entrepreneurship Culture)

<p>NPTEL Course on Innovation, Business Models and Entrepreneurship , Prof. Rajat Agarwal and Prof. Vinay Sharma , Department of Management, IIT Rorkee https://nptel.ac.in/courses/110/107/110107094/ (Analysing the Current Business Scenario)</p>
<p>NPTEL course on , Entrepreneurship Essentials, Prof Manoj Kumar Mondal, Department of Multidisciplinary IIT Kharagpur https://nptel.ac.in/courses/127/105/127105007/(Reasons of Failure of start ups)</p>
<p>NPSD - National Policy for Skill Development and Entrepreneurship 2015 https://www.govrecruitment.com/national-policy-for-skill-development-and-entrepreneurship/ https://m.economictimes.com/news/economy/finance/world-bank-clears-250-million-loan-to-train-indias-job-seekers/articleshow/59320912.cms https://m.economictimes.com/topic/National-Policy-on-Skill-Development-NPSD/amp</p>

Evaluation Pattern

For 40 Marks

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Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

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Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

- 1) Innovation and Entrepreneurship (1985) by Peter F. Drucker
- 2) Angels, Dragons and Vultures (2011) by Simon Acland
- 3) Crossing the Chasm (1991) by Geoffrey A. Moore
- 4) The \$100 Startup (2012) by Chris Guillebeau
- 5) A Dozen Lessons for Entrepreneurs by Tren Griffin
- 6) The Sage handbook of small business and entrepreneurship by Blackburn, Robert A; De Clercq, Dirk; Heinonen, Jarna
- 7) Dream With Your Eyes Open by Ronnie Screwvala by Ronnie Screwvala
- 8) Bhaag by Ganesh V.
- 9) Connect The Dots by Rashmi Bansal
- 10) Dhirubhai Ambani: Against All Odds by A G Krishnamurthy
- 11) Steel King: Lakshmi Mittal by Prateeksha M Tiwary
- 12) Stay Hungry Stay Foolish by Rashmi Bansal
- 13) Government of India, Ministry of Commerce and Industry, Department for Promotion of Industry and Internal Trade (DIPP) report on Evolution of Start-up India, Capturing the 5 years story.
- 14) Government of India, Ministry of Commerce and Industry, Department for Promotion of Industry and Internal Trade (DIPP) report on Start-up India the way ahead.

Sr No	Modules/ Units	No of lectures
I	Introduction to Marketing Strategies 1.1 Introduction: Marketing Strategies – Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps 1.2 Marketing Opportunities and Plan: Analysing Marketing Opportunities, Future of Marketing, Effective Marketing Plan. 1.3 New Marketing Strategies: Holistic, New Brand, Service, Green and Guerrilla Marketing Strategies	15
II	Developing Marketing Strategies & Plan 2.1 Marketing Mix: Marketing Strategy Implementation - Steps, Marketing Mix 4 P's – Importance, Alternative Marketing Mix Propositions- Profit, People, and Planet. Master strategies – 1. Stability strategy 2. Expansion strategy 3. Retrenchment strategy 4. Combination strategy 2.2 Marketing Plans: Marketing Planning- Importance, Types and Content, Strategic Business Unit - Structure, SWOT Analysis. 2.3 Defensive Marketing Strategies: Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defense Strategies.	15
III	Market Environmental Trends & Building Customer Value 3.1 Environmental Analysis: Analysing the Macro Environment, Theories of Marketing- PESTLE Analysis, VRIO Analysis, BCG Model, Porter's Competency Model, and Customer Perceived Value (CPV). 3.2 Customer Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques 3.3 Customer Loyalty: Importance, Consumer Behaviour – Impact of Personal, Cultural, Social and Psychological Factors	15
IV	Recent Trends in Marketing Strategies 4.1 Emerging Strategies: 21st Century Marketing Strategies, Global Marketing Strategies, and Strategies for Entering Emerging Market. 4.2 E-Marketing: Concept, Pros and Cons, Digital Marketing – Concept and features, Experiential Marketing – Concept and features, Hospitality Marketing management, Social Media marketing – You tube Facebook/Instagram Marketing. 4.3 Social Marketing: Concept of Social Marketing -Importance- Barriers, Trends in Marketing Practices in India and across Globe	15

Self Learning Topics

Sr No	Topics
1	Distinguish Between Marketing and Sales
2	SWOT Analysis
3	Global Marketing
4	Ways for customer Retention

Online Resources

Topics
Distinguish between Marketing and Sales Functions of Marketing Management 1. https://onlinecourses.swayam2.ac.in/cec20_mg06/preview 2. https://onlinecourses.nptel.ac.in/noc19_mg48/preview 3. https://online-degree.swayam.gov.in/dyp20_d01_s2_mg10/preview
SWOT Analysis https://onlinecourses.nptel.ac.in/noc19_mg48/preview
Global Marketing https://onlinecourses.swayam2.ac.in/cec21_mg17/preview
Ways for Customer Retention https://onlinecourses.swayam2.ac.in/imb21_mg35/preview

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern

Research Project	20 Marks
Viva voce	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

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Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Philip Kotler (2003). Marketing Management: Eleventh Edition. New Delhi : Pearson Education
2. V. S. amaswani and S Namakumari (2002). Marketing : Planning, Implementing and Control (3rd Edition) New Delhi, Macmillan India
3. Michael Porter – Competitive Advantage
4. Theodore Levitt – Marketing Management
5. Fundamentals of Marketing – William Stanton
6. Customer Driven Services Management (1999) Response Books

Part 2
The Scheme of Teaching and Examination is as under

2nd Year Semester – IV
Summary

Sr No	Choice Based Credit System	Subject Code	Remarks
1	Elective Course (Any three)	PG-SBM-401 PG-SBM-402 PG-SBM-403 PG-SBM-404	Supply Chain Management and Logistics Advertising and Sales Management Retail Management Management of Business Relations
2	Project Work -II	PG-SBM-405	Application and knowledge based research to be undertaken in areas of the electives

Part 4 - The Scheme of Teaching and Examination
Semester – IV

Sr. No.	Subject Code	Subject Title	Periods Per Week						Total Marks				
			Units	SL	L	T	P	Credits	SLE	RP	VV	SEE	Total
1	PG-SBM-401	Supply Chain Management and Logistics	4	20 %*	4	0	0	6	10	20	10	60	100
2	PG-SBM-402	Advertising and Sales Management	4	20 %*	4	0	0	6	10	20	10	60	100
3	PG-SBM-403	Retail Management	4	20 %*	4	0	0	6	10	20	10	60	100
4	PG-SBM-404	Management of Business Relations	4	20 %*	4	0	0	6	10	20	10	60	100
5	PG-SBM-405	Project Work II						6					100
Total Hours / Credit								24					400

SL: Self Learning, L: Lecture, T: Tutorials, P: Practical, SLE- Self learning evaluation, CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment
RP- Research Project , VV- Viva Voce

**Note : Students are required to choose any three subject from serial number (1to 4)
Project Work – I is a compulsory paper for all .**

Second Year Semester – IV Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dits	Total Marks
1	PG-SBM-401	I	Introduction to Supply Chain Management	15	60	6	100 (60+40)
		II	Perspectives of Supply Chain Management	15			
		III	Introduction to Logistics	15			
		IV	Design of Supply Chain management, Logistics and use of internet and Global SCM.	15			
2	PG-SBM-402	I	Advertising fundamentals and Media	15	60	6	100 (60+40)
		II	Creativity, Social and Regulatory Framework of Advertising	15			
		III	Sales Management	15			
		IV	Recent trends in Sales Management	15			
3	PG-SBM-403	I	Introduction to Retailing	15	60	6	100 (60+40)
		II	Retail Management Strategies	15			
		III	Retail location, Merchandising and Layout	15			
		IV	Retail Technologies and Recent trends in Retailing	15			
4	PG-SBM-404	I	Introduction to Management of Business relations	15	60	6	100 (60+40)
		II	Customer and channel relationship management	15			
		III	Employee Relationship Management	15			
		IV	Supplier, Investors and Community Relationship management	15			
5	PG-SBM-405		Project Work II			6	100 (50+50)
						24	400

Lecture Duration – 48 Minutes

60 lectures per subject equivalent to 48 hours per subject

One credit = 16 hours

Note : Students are required to choose any three subject from serial number (1to 4)

Project Work – I is a compulsory paper for all .

Part 5 - Detailed Scheme

Curriculum Topics along with Self-Learning topics - to be covered, through self-learning mode along with the respective Unit. Evaluation of self-learning topics to be undertaken before the concluding lecture instructions of the respective Unit.

PG-SBM--401

Supply Chain Management and Logistics

Sr No.	Modules/ Units	No. of Lectures
I	Introduction to supply chain management 1.1 Supply Chain Management: Concept, Features, Evolution, Importance, Process and Barriers of Supply Chain Management. 1.2 Principles and Strategies: Principles, Supply Chain Strategies – Organizations, Coordination, Innovation and Forecasting. 1.3 Participants in SCM: Supply chain intermediaries- Concept and Types, Channels of Distribution for Industrial Goods and Consumer Goods, Channel of Distribution at Services Level, Factors for selection of suitable channels. 1.4 Demand forecasting: top down approach, bottom up approach, types of demand forecasting, methods of demand forecasting	15
II	Perspectives of supply chain management 2.1 Global perspectives: Measuring and analyzing the value and efficiency of global Supply Chain Networks, Global market forces, Types of global supply chain. 2.2 Indian Perspectives: Measuring and Analyzing the value and efficiency of domestic Supply Chain Networks, Economic effects of supply chains. 2.3 Customer Perspectives: Customer values, Role of customers and	15

	Ways of improving customer services in SCM.	
II	<p>Introduction to Logistics</p> <p>3.1 Logistics Management: Concept and Process, Competitive Advantages and Three C's, Changing Logistics Environment, Reverse Logistics, Importance of Inventory Control, Bull-whip effect</p> <p>3.2 Transportation and Warehousing: Transport Functions and Participants in Transportation Decisions, Transport Infrastructure-Forms, Warehouse Functions and Operations</p> <p>3.3 Packaging and Materials Management- Consumer and Industrial Goods Packaging - Importance, Factors influencing Materials Planning, Preservation Safety and Measures of Materials Handling</p> <p>3.4 Logistical Network analysis, RORO, LASH</p>	15
IV	<p>Design of Supply Chain Management , logistics and use of internet and global SCM</p> <p>4.1 SCM Plan- Demand Planning, Source of Procurement, Production or Assembly Steps, Sales return of defective or excess goods</p> <p>4.2 Use of Internet in SCM- E-market places, E-procurement, E-logistics, E-fulfilment,</p> <p>4.3 Operative Systems in SCM: Enterprise Resource Planning (ERP), Performance</p> <p>4.4 Modelling of supply chains using Markov chains, Inventory Control-Importance, Pareto's Law</p> <p>4.5 Artificial intelligence and SCM</p> <p>4.6 Global Supply chain management and recent trends in logistics</p>	15

Self Learning Topics

SCM concept and significance

Global supply chain management

Online Resources

https://nptel.ac.in/content/syllabus_pdf/110108056.pdf

<https://nptel.ac.in/courses/110/107/110107074/>

Evaluation Pattern

For 40 Marks

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Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

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Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1. David Simchi Levi, Philip Kaminsky, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics
2. Donald Waters, An Introduction to Supply Chain
3. Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services
4. Vinod Sople, Logistic Management - The Supply Chain Imperative

5. Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process
6. Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management-Understanding the Supply Chain
7. Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process,McGraw Hill Education
8. Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management-Pearson
9. Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies

Sr. No.	Units	No. of Lectures
I	<p>Advertising Fundamentals and Media</p> <p>1.1 Basics of Advertising : Concept and Features, Significance, Classification of Advertising, Integrated Marketing Communication (IMC) - Elements, Behavioural Model (E.K. Strong AIDA), DAGMAR Model (Russell Colley), Hierarchy of Effects (Lavidge and Steiners)</p> <p>1.2 Ad Agency : Various Functional Department, Types, Measures for gaining and reasons for losing clients, Evaluation Criteria for Selecting an Advertising Agency</p> <p>1.3 Media : New Media Options, Emerging Forms of Digital Media, Media Objectives, Criteria for Selecting Suitable Media, Methods of Setting Advertising Budget</p>	15
II	<p>Creativity, Social and Regulatory Framework of Advertising</p> <p>2.1 Creativity & Research : Developing advertising copy - print, broadcast and digital media, Pre-test and post-test methods.</p> <p>2.2 Society : Socio-economic contribution and criticisms of advertising, professional courses and careers in the field of advertising</p> <p>2.3 Regulatory framework of advertising : Legal Framework of Advertising, Role of Information and Broadcasting Ministry (IBM), Self-Regulatory Bodies – Advertising Standards Council of India (ASCI) and Indian Broadcasting Foundation (IBF)</p>	15
III	<p>Sales Management</p> <p>3.1 Introduction : Sales Management - Features, Functions and Importance, Art of Selling – Types, Process, Qualities of an Effective Salesman</p> <p>3.2 Sales force management : Selection Procedure, Training Methods, Motivational Factors and Compensation methods of sales personnel</p> <p>3.3 Customer Loyalty: Importance, Consumer Behaviour – Impact of Personal, Cultural, Social and Psychological Factors</p>	15
IV	<p>Recent Trends in Sales Management</p> <p>4.1 Sales planning : Concept, Process, Sales Forecasting - Methods and Limitations</p> <p>4.2 Sales controlling : Concept of Sales Budget and Sales Audit, Sales Quota - Methods and Types, Objectives and Factors Determining and</p>	15

Designing Sales Territory	
4.3 Recent trends : Importance of Customer Feedback, Using Digital Media for Feedback collection and Analysis , Sales Management - Data Mining, Role of IT	

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Factors affecting Sales Strategy for a company
2	Impact of Advertising on Consumer Behavior
3	Advertising Trends used in India in 21 st Century
4	Data Mining

Online Resources

Factors affecting Sales Strategy for a company

https://onlinecourses.nptel.ac.in/noc21_mg19/preview

Impact of Advertising on Consumer Behavior

https://onlinecourses.swayam2.ac.in/nou21_ge02/preview

Advertising Trends used in India in 21st Century

https://onlinecourses.swayam2.ac.in/cec21_mg13/preview

Data Mining

https://onlinecourses.swayam2.ac.in/cec20_cs12/preview

Evaluation Pattern

For 40 Marks

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Viva voce	10 Marks

Self-Learning Evaluation	10 Marks
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For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

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Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

1. Philip Kotler (2003). Marketing Management: Eleventh Edition. New Delhi : Pearson Education
2. V.S. Ramaswani and S Namakumari (2002). Marketing : Planning, Implementing and Control (3rd Edition) New Delhi, Macmillan India
3. Michael Porter – Competitive Advantage
4. Theodore Levitt – Marketing Management
5. Fundamentals of Marketing – William Stanton
6. Customer Driven Services Management (1999) Response Books

**PG-SBM-403
Retail Management**

Sr No	Unit /Modules	No. of Lectures
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I	<p>Introduction to Retailing</p> <p>1.1 Retailing: Concept, Scope and Importance of Retailing and Retail Management</p> <p>1.2 Retail Formats, Theories of Retail change</p> <p>1.3 Retail Environment Economic, Legal, Technological & Competitive</p> <p>1.4 Retail sector in India: Size, and Drives of Retail changes, FDI in Retailing in Indian Context</p> <p>1.5 Recent Trends in Retailing: Modern Retail Formats, Mall System, Challenges Faced by the Retail Sector, Ethics in Retailing.</p>	15
II	<p>Retail Management Strategies</p> <p>2.1 Retail Strategies: Promotional Strategies, Retail Planning Process,</p> <p>2.2 Retail - Market Segmentation - Concept and Significance</p> <p>2.3 Relationship Marketing Strategies: CRM in Retailing, Retail Value Chain, Retail life Cycle</p> <p>2.4 HRM in retailing- Growing importance of HR and Challenges faced by HR in retailing</p> <p>2.5 Consumer Strategies: Consumer Behaviour in Retail Context, Buying Decision Process, Customer Service as a Part of Retail Strategy</p>	15
III	<p>Retail Location, Merchandising and layout</p> <p>3.1 Retail Location& Merchandising: Importance, Types, Steps involved in choosing a Retail Location.</p> <p>3.2 Merchandising: Concept and Merchandising Planning Process, Retail Branding, Merchandising Buying, Visual Merchandising – Online and Offline stores</p> <p>3.3 Store Design and Layout: Store Design - Elements, Store Layout - Importance, Steps for Designing</p>	15
IV	<p>Retail technology and recent trends in retailing</p> <p>4.1 Technologies: Use of Technologies in retailing - Electronic Data Interchange (EDI), Radio Frequency Identification (RFI), Data Base Management system, Video Kiosk ,Use of Artificial intelligence in retail Robotics in retail Chatbots, Beacons, Digital Mirrors.</p> <p>4.2 E-Retailing: Formats, Challenges, Trends in E-tailing</p> <p>4.3 Green Retailing - Concept and Importance</p> <p>4.4 Retail as a Career: Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager</p>	15

Self-Learning topics (Unit wise):

Unit No.	Topic
1	Retail Management and Retail Environment
2	Retail location and layout
3	Retail Merchandise

Online Resources

https://nptel.ac.in/courses/110/104/110104070/ (Retail management)
https://nptel.ac.in/courses/110/104/110104070/ (Retail location and layout)
https://www.youtube.com/watch?v=uSw4hS979ZA(merchandising)
http://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf
https://gfgc.kar.nic.in/vemagal/FileHandler/61-72ae8417-1fcc-4590-8def-7cba23116ed2.pdf

Evaluation Pattern

For 40 Marks

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Research Project	20 Marks
Viva voce	10 Marks
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For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

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Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books:

1 Retailing Management – Swapna Pradhan; Tata McGraw-Hill Education, 2011 New Delhi

2. Retail Management – A Strategic approach -Barry Berman & Joel Evan, Patralli Chatterjee Mac Millan Edition 2017

3. Retail Management – Gibson Vedamani; Tata McGraw-Hill Education, 2011 New Delhi

4. Retail Management – Levy & Weitz; Tata Mc graw Hill Education

5. Channel Management & Retail Management – Meenal Dhotre, Himalaya Publishing House 2015

6. Retail Marketing Management – David Gilbert; Pearson Education second edition

8. The Art of Retailing – A.J. Lamba; Tata McGraw-Hill Education Edition 2002

9. Retailing Management Text and cases- U.C Mathur, I k. International Publishing house

10. Retail Management – Analysis, Planning & Control – David Walters;

11 Retail Management, Retail Concepts and Practices – R S Tiwari , Himalaya Publishing House.

12 Strategic Retail Management: Text and International Cases - [Joachim Zentes](#), [Dirk Morschett](#), [Hanna Schramm-Klein](#) edition 2016.

13.Retail Management A Global Perspective (Text and Cases)- Harjit Singh S.Chand ltd edition 2014

PG-SBM-404
Management of Business Relations

Sr. No.	Units	No. of Lectures
I	Introduction to Management of Business Relations	15

	<p>1.1 Business Relations: Need, importance of business relations, Business Relationship Management (BRM) Competencies.</p> <p>1.2 Business Relation Manager: Role, qualities, skills.</p> <p>1.3 Business Relations: Principles, steps, trends, impact of communication on business relations.</p>	
II	<p>Customer and Channel Relationship Management</p> <p>2.1 Customer Relations Management: Concept, characteristics of an empowered customer, approaches & types, role of Customer Relations Manager.</p> <p>2.2 Designing and developing customer Value- Turning customers to loyal clients, Customer Profitability Analysis and Customer Lifetime Value</p> <p>2.3 Strategic Framework for CRM & E-CRM: Concept and benefits, steps, successful CRM implementation.</p> <p>2.4 Channel Relationship - Concept, importance , challenges, elements contributing to effective channel relationships.</p>	15
III	<p>Employee Relationship Management</p> <p>3.1 Employee Relationship Management - Concept, objectives of employee relations, approaches to employee relations</p> <p>3.2 Role of Employee Relations Manager, Prospects & Importance of Industrial Relations, Problems & Challenges of Employee Relations, Key Drivers for shifting from Industrial Relations to Employee Relations,</p> <p>3.3 Strategic Framework for ERM, factors influencing ERM, essentials of an effective ERM, ERM strategy.</p>	15
IV	<p>Supplier, Investors and Community Relationship Management</p> <p>4.1 Supplier Relations – Concept, supplier segmentation pyramid, supplier improvement process for better relations, challenges.</p> <p>4.2 Investors Relations –Concept, Focus, Keys to successful investors relations, enhancing shareholders loyalty and retention.</p> <p>4.3 Stakeholder relations- Types of stakeholders, Role of business in social development, strategies to improve community relations, impact of community relations on business.</p>	15

Self-Learning topics (Unit wise):

Sr No.	Topic

1	Importance of business relations
2	Concept framework and Benefits of CRM
3	Approaches to employee relationship
4	Key to successful investor relations

Online Resources

Module 1 https://youtu.be/O5vU8oWNdE0 https://youtu.be/Hp0Q8Z5Isz4
Module 2 https://onlinecourses.swayam2.ac.in/imb19_mg10/preview
Module 3 https://youtu.be/cCdu67s_C5E
Module 4 https://youtu.be/nCMEK2UkL74

Evaluation Pattern

For 40 Marks

Students will be evaluated on the basis of 60 marks term end exam for which the paper pattern is provided at the end and 40 marks internal assessment which is as follows:

Research Project	20 Marks
Viva voce	10 Marks
Self-Learning Evaluation	10 Marks

For 60 Marks

Semester End Examination

Marks: 60 Time 2 hours

Question Paper Pattern

N. B. 1. All questions are Compulsory.

2. All questions carry equal marks.

Q. 1 Answer any Two of the following (out of Three) From Module – I Marks – 15

Q. 2 Answer any Two of the following (out of Three) From Module – II Marks – 15

Q. 3 Answer any Two of the following (out of Three) From Module – III Marks – 15

Q. 4 Answer any Two of the following (out of Three) From Module – IV Marks – 15

Reference Books

- 1) V. Kumar, Werner Reinartz, (2018) Customer Relationship Management: Concept, Strategy, and Tools, Springer 2018
- 2) Eyun-Jung Ki, Jeong-Nam Kim, John A. Ledingham (2015) Public Relations As Relationship Management: A Relational Approach To the Study and Practice of Public Relations, Routledge
- 3) Edward J. Lordan (2003) Essentials of Public Relations Management, Rowman & Littlefield.
- 4) Robbie Wheeler (2020), Business Relationship Management: Relationship Management is The Solution for Getting to Know Your Customers and Developing Your Business, Robbie Wheeler, 2020



Dr Rita Khatri
Chairperson -BOS(Commerce and Management)



HSNC University, Mumbai
(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System
(CBCS)

For the Programmes Under

The Faculty of Commerce and Management

For the Programme

Master of Commerce
Project Work Guidelines

Second Year- Post Graduate Programme
Semester-III and Semester -IV

Introduction

Along with the electives the students of M.Com will have project work in both the semesters.(Semester III &IV). The main objective of inclusion of project work is to inculcate the element of research work challenging the potential of learner as regards to his/ her eagerness to enquire and ability to interpret particular aspect of the study in his/ her own words. It is expected that the guiding teacher should undertake the counselling sessions with their students and make them aware about the methodology of formulation, preparation and evaluation pattern of the project work. The students can choose **Any One** option for preparation of their project work.

- Project work based on topics as suggested and approved by their teacher guide with proper research methodology in the study area. The research study can be done either through primary data method or secondary data method . If the research is done through secondary data method in that situation case study method can be followed to collect the information and proper research methodology as suggested by teacher guide to be followed for preparation of project book.
- Project work based on the internship in the study area

Guidelines for preparation of Project Work

Work Load

Work load for Project Work is 01 (one) hour per batch of 15-20 learners per week for the guiding teacher. The learner (of that batch) shall do field work and library work in the remaining 03 (three) hours per week.

General Guidelines for preparation of project work based on

Option 1 -Project Topics approved by Teacher Guide

- The project topic may be undertaken in any area of Elective Courses.
- Each learner has to undertake a Project individually under the supervision of a teacher-guide.
- The learners shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- University/College shall allot a guiding teacher for guidance to the students based on her/his specialization.

- The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space: 1.5-for content and 1-for table work
 - Paper Size: A4
 - Margin: in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The Project Report should be 40 to 60 pages

Format

1st page(MainPage)

TitleoftheproblemoftheProject

**AProjectSubmittedto
HSNC University, Mumbai
forpartialcompletionofthedegreeofMasterinCo
mmerce**

UndertheFacultyofCommerce

By

NameoftheLearner

UndertheGuidanceof

NameoftheGuidingTeacher

NameandaddressoftheCollege

MonthandYear

2ndPage

Thispagetoberepeatedon2ndpage(i.e.insideaftermainpage)

Table of Contents

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

Declaration by Learner

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

work embodied in this project work titled “_____

_____ Title of the Project _____”, forms

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

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

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

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

Name and Signature of the learner

Certified by

Name and Signature of the Guiding Teacher

On Separate page

NameandAddressofthecollege

Certificate

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

Seal of the College
Teacher

Signature of Guiding

Date of Submission:

Onseparatepage

Acknowledgment

(Model structure of the acknowledgement)

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

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

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

I would like to thank my **Principal,**

_____ for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Coordinator**

_____, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide

_____ whose guidance and care made the project successful.

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

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

PREFACE

It is the summary of your Research work undertaken by the learner on the

topics under study. The learner has to introduced the topic ,significant and methodology undertaken to complete the research work.

Name of the Learner

List of Tables

Sr No	Particulars	Page Nos

List of Figures

Sr No	Particulars	Page nos

Abbreviations Used: Abbreviations are shortened forms of words and Phrases and are a common occurrence in research manuscript as they can help make complex technical writing more concise and easier to read. Therefore the learner doing research should identify the abbreviation used in the research and list out with their full form in their research report

Structure to be followed for Presentation of Project Work

- **Chapter No.1: Introduction**

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

rated by the learner.

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

This chapter will provide information about studies done on the respective issue.

This would specify how the study undertaken is relevant and contribute for value addition in information/knowledge/application of study area which ultimately help the learner to undertake further study on same issue.

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

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

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

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

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

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

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

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

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

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

List of appendices if any

- Supporting evidence [e.g. raw data]
- Contributory facts or specialized data [raw data appear in the appendix, but with summarized data appearing in the body of the text].
- Sample calculations
- Technical figures, graphs, tables, statistics
- Detailed description of research instruments
- Maps, charts, photographs, drawings
- Letters, emails, and other copies of correspondence
- Questionnaire/survey instruments, with the results appearing in the text
- Complete transcripts of interviews
- Complete field notes from observations

Option II: Guidelines for Internship based project work

- Minimum 20 days with 100 hours of Internship with an Organisation/NGO/Charitable Organisation/Private firm/company to be approved by the guiding teacher.
- The theme of the internship should be based on any study area of the elective courses.
- Project Report should be of 40 to 60 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 representation 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.

- The project report based on internship shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space: 1.5-for content and 1-for intable work
 - Paper Size: A4
 - Margin: in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The project report should be 40 to 60 pages

Pattern of Evaluation of the Project work

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

Note:

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

Passing Standard

- Minimum of Grade D in the project component
- In case of failing in the project work, the same project can be revised for ATKTex

amination.

- **Absence of student for viva voce:** If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, only along with students of the next batch.



Dr Rita Khatri
Chairperson BOS(Commerce and Management)