

HSNC University Mumbai

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



HSNC University, Mumbai

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes under

The Faculty of Commerce and Management

For the Course

Bachelors of Management Studies

Curriculum – Second Year Undergraduate Programmes

Semester-III and Semester -IV

2021-2022

HSNC UNIVERSITY, MUMBAI

Board of Studies in the Subjects of Commerce and Management

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

- a) **Dr Rita Khatri** , Associate Professor, Department of Commerce H. R College., Mumbai- 400020, Email id: khatririta@hrcollege.edu, Mobile No. 9324016060.
- b) **Prof Smarajit Padhe**, Assistant Professor, K.C College at K.C. College, Mumbai - 400020 Email id smarajit.padhi@kccollege.edu.in, Mobile 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 at H. R. College, Mumbai- 400020
Email id: jas.saj@rediffmail.com, Mobile No.: 9619136511
- b) **Dr Navin Punjabi**, Vice Principal and Assistant Professor at H.R. College, Mumbai -400020
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- e) **Ms Shweta Singh** , Assistant Professor at H.R College, Mumbai – 400020 ,
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3) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body;

- a.) **Dr Khushpat Jain** (HOD), Associate Professor at Sydenham College Mumbai
Email id: ksjain2002@yahoo.com Mobile No - 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 Mobile No : 9870551111

c) **Mr Akhilesh Rao** , Director Operations- Ezychain Logistics Pvt limited
Email id raoakhil24@gmail.com Mobile No:9321498932

d) **Mr Rajiv Kalwani** , Vice President- Reliance Retail Ltd
Email id : rajivkalwani0204@gmail.com Mobile No: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** (Under Graduate student) H R College Email id geetikabhatia58@gmail.com , Mobile no :9820783509

b) **Jeevika Sahajwani** (Under Graduate student) H R College Email id jeevika.sahajwani@gmail.com Mobile no:9712917598

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Part I

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.

P.S.: 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.

Part II

Note: The Ordinances and Regulations given below apply to Under Graduate Programmes of the University.

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The minimum duration of the Under Graduate Programme will be of 3 years in the Semester pattern i.e. from Sem. I to Sem. VI.

The degree will be awarded to a learner who completes 120 credits of the programme in a period of 3 to 6 years from the year of enrolment to semester VI.

If a learner does not earn 120 credits in 12 semesters from the year of enrolment to semester I, he/she may at his/her option transfer his/her performance in the existing/new program after establishing an equivalence between old and new syllabus. Such a performance transfer will be decided by the Board of Studies / Ad-hoc Board / Ad hoc Committee of the concerned subject. The admission to the program will be governed by the existing rules

O*** The fees for the transfer of credits or performance will be based on the number of credits that a learner has to complete for the award of the degree.**

R **** Credits earned at one institution for one or more courses under a given program will be accepted under another program either by the same institution or another institution either through Direct Performance Transfer or Course exemption.

R*** The Scheme of Teaching and Examination:**

The Scheme of Teaching and Examination shall be divided into **TWO** components, **internal assessment and External assessment** (semester-end examination) for each course of the program.

The performance of the learners shall be evaluated in two components: Internal Assessment with 40% marks by way of continuous evaluation and by Semester End Examination with 60% marks by conducting the theory examination.

Internal Assessment: - It is defined as the assessment of the learners based on continuous evaluation as envisaged in the credit-based system by way of participation of learners in various academic and correlated activities in the given semester of the programme.

A). Internal Assessment – 40%

40 marks

1. For Theory Courses

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	15 Marks
2	One assignment based on curriculum (to be assessed by the teacher Concerned	10 Marks
3	Self-Learning Evaluation	10 Marks
4	Active participation in routine class instructional deliveries	05 Marks

2. For Practical Courses

Sr. No.	Particulars	Marks	
1	Semester End Practical Examination	15 Marks	
	Journal		05 Marks
	Viva		05 Marks
	Laboratory Work		05 Marks
2.	One assignment/project with the class presentation to be assessed by teacher concerned	10 Marks	
	Presentation		05 Marks
	Written Document		05 Marks
3	Self-Learning Evaluation	10 Marks	
4	Active participation in routine class / Laboratory instructional deliveries	05 Marks	

➤ **Project and Assignment:**

- Project or Assignment, which can in the following forms
 - Case Studies

- Videos
- Blogs
- Research paper (Presented in Seminar/Conference)
- Field Visit Report
- Presentations related to the subject (Moot Court, Youth Parliament, etc.)
- Internships (Exposition of theory into practice)
- Open Book Test
- Any other innovative methods

➤ **Self-Learning Evaluation**

- 20% of the topics of the curriculum are learned by the student through self-learning using online/offline academic resource specified in the curriculum. hence 20% of the lectures shall be allocated for evaluation of students on self-learning topics.
- The identified topics in the syllabus shall be learnt independently by the students in a time-bound manner preferably from online resources. Evaluative sessions shall be conducted by the teachers and will carry 10 Marks.
- club the self-learning topics into 3-4 groups of topics only for evaluation.
- Prescribe time duration (in days) for completion of each group of the topic and earmark self-learning evaluation lectures in the timetable. hence each group of the topic can be assigned 3 regular lectures for this evaluation for the entire class.

3 Sub Topics

Each evaluative session shall carry 3 Marks (3 x 3 Units = 9 Marks). Students who participate in all evaluative sessions shall be awarded 1 additional Mark.

4 Sub Topics

Each evaluative session shall carry 2.5 Marks (2.5 x 4 Units = 10 Marks).

- Evaluation of self-learning topics can commence in regular lectures assigned for self-learning evaluation in the timetable
- All students will actively participate in the presentation of each of the sub-topics.
- SUGGESTIVE Methods for Evaluation of Self-learning topics IN LECTURES:
 - Seminars/presentation (PPT or poster), followed by Q&A
 - Objective questions /Quiz / Framing of MCQ questions.
 - Debates
 - Group discussion
 - You-Tube videos (Marks shall be based on the quality and viewership)
 - Improvisation of videos

- Role Play followed by question-answers
- Viva Voce
- Any other innovative method

Student can be evaluated based on the quality of presentation, quality of q & a, the framing of the quiz, conduct of quiz, performance in debate etc

- Teachers can frame other methods of evaluation also provided that the method, duly approved by the college examination committee, is notified to the students at least 7 days before the commencement of the evaluation session and is forwarded for information and necessary action at least 3 days before the commencement of the evaluation session.

SEMESTER END EXAMINATION: - It is defined as the examination of the learners based on performance in the semester-end theory / written examinations.

B. Semester End Examination- 60 %

60 Marks

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

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

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SEMESTER – III

Finance Electives (Any two)

1. Equity and Debt Markets
2. Corporate Finance
3. Basics of Financial System
4. Cost Accounting

OR

Marketing Electives (any two)

1. Marketing Management
2. Consumer Behaviour
3. Product Innovations Management
4. Sports Marketing

OR

Human Resource Management Electives (any two)

1. Training and Development
2. Motivation and Leadership
3. Performance Management and Career Planning
4. Employee Relations and Welfare

Ability Enhancement Courses

Information Technology in Business
Management

Skill Enhancement Course

Foundation Course III(Environmental
Management)

Core Subjects

1. Business Planning and Entrepreneurship
Management
2. Accounting for Managerial Decisions
3. Organizational Behaviour and Human
Resource Management

SEMESTER – IV

Finance Electives (Any two)

1. Commodities and Derivatives Markets
2. Corporate Restructuring
3. Financial Management
4. Auditing

OR

Marketing Electives (any two)

1. Customer Relationship Management and Rural Marketing
2. Integrated Marketing Communication
3. Event and Social Marketing
4. Tourism Marketing

OR

Human Resource Management Electives (any two)

1. Human Resource Planning and Information System
2. Talent Management
3. Change and Stress Management
4. Conflict and Negotiation

Ability Enhancement Courses

Foundation Course – IV (Ethics and Governance)

Skill Enhancement Course

Business Research Methods

Core Subjects

1. Strategic Management
2. Production and Quality Management
3. Indian Economic System

Section D

Bachelor of Management Studies

Part 1- Preamble

Bachelor of Management Studies or BMS is an undergraduate program for management studies. The course allows students to obtain the knowledge and skills needed to assume management positions in a wide range of organizations. The course of Bachelor of Management Studies at the undergraduate level embraces principles and activities in the core functional areas of business management. It also covers legal environment of business, information technology, globalization, economic integration and entrepreneurship.

The aim of the course is to provide learners with an opportunity, encouragement and the right literature/reference material to enable them to receive formal academic orientation with a tilt to look at the professional environment. The goal is to ensure that learners would not only be more effective but also be creative.

Management Studies program provides students with a solid foundation in the field of management and strategy designing. The electives allow students to develop deeper knowledge in specific areas of interest – finance, marketing, human resource management and management of global business. In addition to business management course, it will also equip students to understand how organizations work, how they are managed, and sensitize students towards national and international environments. Students centered learning focuses on skills and practices that enable lifelong learning and independent problem-solving

The new curriculum of Bachelor of Management Studies offer students' core papers that help build their foundation in the area of management. The choice of generic electives and skill enhancement courses enable students to pursue an area of their interest in the field of management. The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking.

To comply with the education policy of Government of India, the syllabus includes Online Courses (OLC) which is available on NPTEL or SWAYAM portals under MOOCS programme being developed by MHRD. The online courses would inculcate the habit of self-study at their own pace by the students and also acclimatize them to future technologies of learning processes.

1. Course Objectives:

Semester III

Finance Electives

UC-SMS(F)-301 - Equity and Debt Market

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

UC-SMS(F)-302 – Corporate Finance

- To develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques of financial decision making
- The course aims at explaining the core concepts of corporate finance and its importance in managing a business
- To provide understanding of nature, importance and structure of corporate finance
- To impart knowledge regarding source of finance for a business

UC-SMS(F)-303 – Basics of Financial System

- To learn the classification of financial markets.
- To understand the role of Financial Intermediaries & Regulators
- To study the working of various financial instruments across capital, money, forex, commodity & derivative markets.
- To analyse the financial crisis and scams

UC-SMS(F)-304 – Cost Accounting

- This subject helps the students to get familiar with the cost accounting terms and policies.
- To control the cost of a firm
- To impart knowledge about the practical aspects of the subject.
- To recognize recording, examining, summarizing, and studying the company's cost spent on any process, service, product, or anything else in the organization.
- To understand Cost Controlling

Marketing Electives

UC-SMS(M)-305 -Marketing Management

- The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making.
- To understand the concepts of branding and trends in the marketing.

- To learn about Environmental Scanning, buyers Behaviour, Segmenting, Targeting, and positioning .
- To understand and comprehend the basic concepts and theories of Marketing mix decisions, service marketing, branding, Distribution, promotion and pricing policies.

UC-SMS(M)-306 -Consumer Behaviour

- To introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy.
- To understand consumer behavior in an informed and systematic way.
- To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.

UC-SMS(M)-307 – Product Innovations Management

- To understand the concept of innovations and relevance of innovations in the present day scenario.
- To understand the importance of protecting innovations and legal aspects related to innovations
- To study product innovations, process innovations and innovations diffusion
- To acquaint the students with stages in new product development

UC-SMS(M)-308 - Sports Marketing

- To develop a broad definition of sports marketing and the marketing concept
- To establish an awareness of the role of sponsorship.
- To enable students to take strategic and the operational decisions with respect to Sports Marketing
- To identify the legal aspects associated with the application of the marketing programs
- To understand the basic contents and structure of a sports marketing program

Human Resource Management electives

UC-SMS (H)-309 – Training and Development

- To enable students to understand the concepts, principles and process of training and development
- To develop an understanding of how to assess training needs and design training programmes in an Organizational setting.
- To familiarize students with the levels, tools and techniques involved in evaluation of training effectiveness
- To develop an understanding on various non training solutions to improve employee performance

UC-SMS(H) -310 – Motivation and Leadership

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

UC- SMS(H) -311 – Performance Management and Career Planning

- To understand the concept of performance management in organizations and the relevance of the same for growth of the individual.
- To understand and review the performance appraisal system applicable to organizations.
- To understand the significance of career planning and its relevance in charting the progression of one's profession.
- To focus on developing knowledge and skills for the future job opportunities.

UC- SMS(H) -312 – Employee Welfare and Relations

- To understand the nature and importance of employee relations in an organization
- To understand the importance of collective bargaining and Workers participation
- To understand the causes and effects of employee grievances as well as the procedure to solve the same

US-SMS-313 - Information Technology in Business Management

- To continue from where we left in semester I we are going to give our students a basic view of different software used in the corporate world.
- Digital marketing is playing a important role in current scenario so that will help them to take up a full fledged course after getting hand on basic at these stage,
- We also provide hands on working experience with working with continuation on spreadsheet (DATABASE) we introduce Power BI which has link to excel what students had gain knowledge in semester 1, in terms of Practical
- As far as theory student must be acquainted with the knowledge of Computer, Enterprise Resource Planning, Supply chain management, customer relationship management Etc.

UC-SMS-314 – Foundation Course III (Environmental Management)

- To ensure that students are able to assess theoretical and conceptual problems related to environmental management by utilizing dialectical analysis approaches
- To provide guidance to students on methods to communicate complex environmental information to both non-technical and technical audience
- To help students translate generic concepts and methods into critical reviews of contemporary, real-world environmental management practices

- To aid students to make environmental management analysis output of professional quality, both independently and within team environment
- To ensure that learners are able to appreciate historical, ethical and cross cultural context and of environmental issues and the link between human and nature

UC-SMS-315 - Business Planning and Entrepreneurship Management

- To understand the role and fundamentals of Entrepreneurship and the ability to identify and create business opportunities that can be commercialized successfully.
- To learn problem solving, creativity and to elaborate on the understanding of the process and types of innovation.
- To understand the relevance and application of Business Canvas Model, how to start up a venture and launching formalities for a new venture.
- The students develop and can systematically apply an entrepreneurial way of thinking and understand the process adopted for protection of intellectual property involving patents, trademarks, and copyrights.

UC-SMS-316 – Accounting for Managerial Decisions

- This subject helps the students to get familiar with the Financial Management techniques.
- To impart knowledge about the practical aspects of the subject.
- The course aims at explaining the core concepts of Financial Management and its importance in managing the company.

UC-SMS-317 - Organizational Behaviour and Human Resource Management

- To enable the students to develop cognizance of the importance of human behaviour.
- To explore and understand human behaviour at individual and organizational levels.
- To develop necessary skill set in the students for application of issues pertaining to Human Resource Management.
- To provide an overview of the Human Resource Department and to enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

Semester IV

Finance Electives

UC-SMS-401(F) – Commodities and Derivatives Market

- To understand how Commodity and Derivative Markets function.
- To study the essential elements of Commodity and Derivative Markets and its various participants
- To learn about the Trading, Clearing & Settlements in Derivatives Market
- To analyse the Risks in derivatives markets.

UC-SMS-402(F) – Corporate Restructuring

- This subject helps the students to get familiar with the restructuring techniques.
- To impart knowledge about the practical aspects of the subject.
- The course aims at explaining the core concepts of internal and external reconstruction and its importance in managing the company.

UC-SMS-403(F) – Financial Management

- This subject helps the students to get familiar with the Financial Management techniques.
- To impart knowledge about the practical aspects of the subject.
- The course aims at explaining the core concepts of Financial Management and its importance in managing the company.

UC-SMS-404(F) – Auditing

- Students will Learn to describe how information technology affects internal control.
- Students will Learn to Determine the appropriate audit report for a given audit situation.
- Students will Learn the process of designing and performing tests of controls
- Students will Learn the five conditions required to issue the standard unqualified audit report.
- Students will Learn to explain methods used to obtain an understanding of internal control.

Marketing Electives

UC-SMS-405(M) - Customer Relationship Management and Rural Marketing

- To develop skills to analyse and synthesize information and issues related to customer relationship management from multiple perspective.
- To examine customer relationship management as a business strategy that integrates internal processes and external networks to create and deliver value for targeted customers and for the organization.
- The introduce the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

UC-SMS-406 (M) Integrated Marketing Communication

- To acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.
- To provide the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.
- To analyze the strategies and practices involved in the process of marketing communication management.

UC-SMS-407(M) – Event and Social Marketing

- To understand basic concepts of Event Marketing.
- To familiarize learners with trends and challenges in Event Marketing.
- To study the basis of Segmentation, Targeting and Positioning and identify marketing mix of social marketing.
- To study overview of social marketing in various key sectors and Identify basic ethical issues in Social marketing and appreciate the careers in Social Marketing

UC-SMS-408(M) Tourism Marketing

- To understand basic concept and strategies of Tourism marketing
- To understand segmentation and marketing Mix in the content of Tourism marketing
- To familiarize learners with recent trends and challenges of Tourism marketing

Human Resource Management Electives

UC-SMS-409(H) - Human Resource Planning and Information System

- To understand the purpose, process and applications of Human Resource Planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge for understanding the determinants of human resource requirements and the means for meeting those requirements.
- To explore the concept of Strategic HRP
- To understand the applications of HRIS at the organizational level.

UC-SMS-410(H) -Talent Management

- To enable students to understand talent management concepts in detail as well as their application in real business environment.
- To explain the importance of talent management in the Organization
- To study recent Talent Management issues and practices adapted by organization

UC-SMS-411(H) Change and Stress Management

- To prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.
- To make students learn Organizational interventions for overcoming change.
- To understand the nature and causes of stress in organizations and ways to overcome it.

UC-SMS-412(H) Conflict and Negotiation

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

UC-SMS-413 – Business Research Method

- To provide learners with a comprehensive understanding of all aspects of research.
- To provide learners with a guide to conduct research in a systematic manner, solve problems and analyze data and results.

- To develop learners skill to handle qualitative and quantitative research.
- To empower the students with the skills in writing and presenting research proposals and reports in tune with globally accepted standards.

UC-SMS-414 –Foundation Course IV (Ethics and Governance)

- To familiarize learners with the concept and relevance of Business Ethics in the modern era
- To learn the applicability of ethics in functional areas like marketing, finance and human resource management, production, Information technology , patents
- To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context
- To study the ethical business practices, CSR and Corporate Governance practiced by various organization.

UC-SMS-415 – Strategic Management

- To enable students to understand the relationship between strategic analysis and strategic implementation
- To facilitate comprehension of the distinction between firms and markets
- To make students apply strategic principles in order to understand the benefits and costs of diversification
- To enable understanding the international dimensions of strategic management
- To study the major contemporary trends in strategic management.

UC-SMS-416 – Production and Quality Management

- To acquaint learners with the basic management decisions with respect to production and quality management
- To make the learners understand the designing aspect of production systems
- To enable the learners in application of Business knowledge in real production environment.

UC-SMS-417 – Indian Economic System

- This course outlines the basic characteristics of Indian economy and imparts knowledge on the various objectives, failures and achievements as the foundation of the ongoing changes and economic reforms taken by the government.
- To enable students to be able to forecast the future course of changes and development through their knowledge of policies and programmes set by the governments and other development agencies.
- To equip students with the techniques to find solutions to various problems currently faced by the Indian economy .

1. Process adopted for curriculum designing:

The curriculum was designed in a stepwise manner, firstly the members of respective departments initially developed a draft syllabus on the basis of feedback obtained from various stakeholders and also analyzing the new trends in the subjects. The drafted syllabus were discussed with representatives from academia, industry experts and research institutions to assure that the syllabus is enriched in all the aspects.

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

While designing of the syllabus, care has been taken to balance management process and techniques with entrepreneurship skills. The course would help the students to become practical, creative and skilled managers who are fully equipped to further organizations in sync with requirements of Industry. Micro and macroeconomic changes deeply affect businesses and strategic management plays an important role in dealing with these changes. Strategic and critical thinking is developed by studying concepts pertaining to all aspects of management and analyzing the linkages between the same.

3. Learning Outcomes.

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

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

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

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

4. Input from stakeholders

This syllabus was made with due consideration being given to all stakeholders and their valued suggestions. The various groups of stakeholders included were Industry representatives, Reputed academia, and brilliant students who have graduated from this program.

Some of the suggestions that were included were as follows:

1. In Business Planning and entrepreneurship management course, students will receive exposure of topics such as Business Canvas model. Lot of emphasis to be laid on idea generation , business opportunities and design thinking.

2. Special emphasis to be given to the role of technology in various management fields.
3. Exposure to the case studies in order to get experience of problem solving.
4. Revamp of evaluation pattern by making internal marking more practical. Learners to be assessed on their conceptual knowledge and applied component.

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 Finance /Marketing and Human Resource	UC-SMS(F)-301 UC-SMS(F)-302 UC-SMS (F)-303 UC-SMS(F)-304 UC-SMS(M)-305 UC-SMS(M)-306 UC-SMS (M)-307 UC-SMS(M) -308 UC- SMS(H) -309 UC-SMS(H)-310 UC-SMS(H)-311 UC-SMS(H) 312	Equity and Debt Market Corporate Finance Basics of Financial System Cost Accounting Marketing Management Consumer Behaviour Product Innovation Management Sports Marketing Training and Development in HR Motivation and Leadership Performance Management and Career Planning Employee Relations and Welfare
2A	Ability Enhancement Courses (AEC)	UC-SMS-313	Information Technology in Business Management
2B	Skill Enhancement Courses (SEC)	UC-SMS-314	Foundation Course - III (Environmental Management)

3	Course (Management Studies)	UC-SMS-315 UC-SMS-316 UC-SMS-317	Business Planning and Entrepreneurship Management Accounting for Managerial Decisions Organizational Behaviour and Human Resource Management
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Second year Semester III Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week					Credit	S.L.E.	Internals				Total Marks
			Units	S.L.	L	T	P			CT	AP	TA	SEE	
1	UC-SMS(F)-301	Equity and Debt Markets	4	20%*	4	0	0	3	10	15	5	10	60	100
2	UC-SMS(F)-302	Corporate Finance	4	20%*	4	0	0	3	10	15	5	10	60	100
3	UC-SMS(F)-303	Basics of Financial System	4	20%*	4	0	0	3	10	15	5	10	60	100

4	UC-SMS(F)-304	Cost Accounting	4	20%*	4	0	0	3	10	15	5	10	60	100
5	UC-SMS(M)-305	Marketing Management	4	20%*	4	0	0	3	10	15	5	10	60	100
6	UC-SMS(M)-306	Consumer Behaviour	4	20%*	4	0	0	3	10	15	5	10	60	100
7	UC-SMS(M)307	Product Innovation Management	4	20%*	4	0	0	3	10	15	5	10	60	100
8	UC-SMS(M)308	Sports Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
9	UC-SMS(H)309	Training and Development	4	20%*	4	0	0	3	10	15	5	10	60	100

10	UC-SMS(H)-310	Motivation and Leadership	4	20%*	4	0	0	3	10	15	5	10	60	100
11	UC-SMS(H)-311	Performance Management and Career Planning	4	20%*	4	0	0	3	10	15	5	10	60	100
12	UC-SMS(H)-312	Employee Welfare and Relations	4	20%*	4	0	0	3	10	15	5	10	60	100
13	UC-SMS-313	Information Technology in Business Management	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-SMS-314	Foundation Course III (Environmental Management)	4	20%*	4	0	0	2	10	15	5	10	60	100
14	UC-SMS-315	Business Planning and Entrepreneurship Management	4	20%*	4	0	0	3	10	15	5	10	60	100

14	UC-SMS-316	Accounting For Managerial Decisions	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-SMS-317	Organizational Behaviour and Human Resource Management	4	20%*	4	0	0	3	10	15	5	10	60	100
Total Hours /Credit								20**	Total Marks					700

SL: Self Learning , L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

* One to two lectures to be taken for CONTINUOUS self-learning evaluation.

** Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.

Total number of subjects in Semester III will be seven (7). (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

Second Year Semester – III Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dit	Total Marks
1	UC-SMS(F)-301	1	Introduction to Financial Market	15	60	3	100 (60+40)
		2	Dynamics of Equity Market	15			
		3	Debt Market	15			
		4	Valuation of Equity and Bonds	15			

2	UC-SMS(F)-302	1	Introduction	15	60	3	100 (60+40)
		2	Investment Decision	15			
		3	Finance Decision	15			
		4	Dividend Decision	15			
3	UC-SMS(F)-303	1	Financial Markets	15	60	3	100 (60+40)
		2	Financial Intermediaries and Financial Regulators	15			
		3	Financial Instruments	15			
		4	Financial Crisis and Scams	15			
4	UC-SMS(F)-304	1	Introduction to Cost Accounting	10	60	3	100 (60+40)
		2	Material and labour cost	20			
		3	Overheads and ABC system	15			
		4	Cost Sheet	15			
5	UC-SMS(M) - 305	1	Introduction to Marketing	15	60	3	100 (60+40)
		2	Marketing research	15			
		3	Marketing Mix decisions	15			
		4	Market Segmentation and Positioning	15			
6	UC-SMS(M) - 306	1	Introduction to Consumer Behaviour	15	60	3	100 (60+40)
		2	Individual Determinants of Consumer Behaviour	15			
		3	Environmental Determinants of Consumer Behaviour	15			
		4	Consumer Decision Models and New Trends	15			
7	UC-SMS(M) - 307	1	Innovation of Management	15	60	3	100 (60+40)
		2	Managerial aspects of innovation functions	15			

		3	Product innovations. Process innovations and Innovations diffusions	15			
		4	New Product Development Strategy	15			
8	UCSMS(M)-308	1	Sports Marketing: Introduction, Environment and Research	15	60	3	100 (60+40)
		2	The Sports Product, Pricing Strategies and Sponsorship	15			
		3	Promotion and Distribution Strategies in sports marketing	15			
		4	Legal aspects and Marketing of Major sport Event	15			
9	UC-SMS(H) - 309	1	Overview of Training	15	60	3	100 (60+40)
		2	Overview of Development	15			
		3	Career Development and Management Development Concepts	15			
		4	Performance Measurement	15			
10	UC-SMS(H) - 310	1	Motivation I	15	60	3	100 (60+40)
		2	Motivation II	15			
		3	Leadership I	15			
		4	Leadership II	15			
11	UC-SMS(H) - 311	1	Performance Management and Career Planning	15	60	3	100 (60+40)
		2	Performance Planning	15			
		3	Ethics in Performance Management	15			
		4	Career Planning and Development	15			
12	UC-SMS(H) - 312	1	Overview of Employee Relations and Collective Bargaining	15	60	3	100 (60+40)
		2	Overview of Employee Welfare	15			

		3	Welfare and Work Environment Management	15			
		4	Workers Participation and Employee Grievances	15			
13	UC-SMS(H) - 313	1	Management Information System	15	60	3	100 (60+40)
		2	ERP/E-SCM/E-CRM	15			
		3	Introduction to POWER BI (Practical)	15			
		4	Digital Marketing(Practical)	15			
14	UC-SMS-314	1	Environment Concepts	15	60	2	100 (60+40)
		2	Environment Degradation	15			
		3	Sustainability and role of business	15			
		4	Innovations in business – An environmental perspective	15			
15	UC-SMS-315	1	Foundation of Entrepreneurship Development	15	60	3	100 (60+40)
		2	Types and Classification of Entrepreneurs	15			
		3	Entrepreneur Project Development and Business Model Canvas	15			
		4	Venture Development and New Trends in Entrepreneurship Management	15			
16	UC-SMS-316	1	Introduction to Financial Management	15	60	3	100 (60+40)
		2	Vertical Statement	15			
		3	Analysis of Financial Statement	15			
		4	Ratio Analysis	15			
17	UC-SMS-317	1	Introduction to Organizational Behaviour	15	60	3	100

		2	Group Behaviour and Team Behaviour	15			(60+40)
		3	Introduction to Human Resource Management	15			
		4	Human Resource Development concepts	15			
			Total Credits/Marks			20**	700

- **Lecture Duration – 48 Minutes = (60 Lectures equivalent to 48 hours)**
- **1 Credit =16 hours FC – 1 credit = 18 hours**
 ** Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.
- **Total number of subjects in Semester III will be seven (7).** (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

Part 3-Detailed Scheme

Curriculum Topics along with Self Learning Topics- To be covered through Self learning mode along with the respective Units. Evaluation of self learning topics to be undertaken before the concluding lectures instruction of respective units.

Finance Electives

UC-SMS(F)-301 Equity and Debt Markets

Learning Outcomes

- Students will be able to understand the difference between Equity market and Debt markets
- Students will be able to understand Primary and Secondary Market Operations
- Students will be able to understand valuation of Equity and Bonds

Sr No.	Modules/ Units	No. of Lectures
1	<p>Introduction to Financial Markets</p> <p>1.1 Equity market – Meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; Divorce between ownership and management in companies, Importance of Equity Markets in a Developing Country like India, Recent developments</p> <p>1.2 Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market</p> <p style="text-align: center;">..</p>	15
2	<p>Dynamics of Equity Market</p> <p>2.1 Primary Market: IPO – methods followed , Book building, Role of merchant bankers in fixing the price(Red herring prospectus); Greenshoe Option; Practical Aspects of investing in Primary market. (ASBA, Demat Account)</p> <p>2.2 Secondary Market: Definition & functions of stock exchanges 3)Stock exchanges in India; sweat equity, ESOP & Rights issue of shares</p> <p>2.3 Stock market Indices</p>	15
3	<p>Debt Market</p> <p>3.1 Introduction to Debt Markets</p> <p>3.2 Bonds: Features of bonds, Types of bonds</p> <p>3.3 Participants of debt markets: Issuers and Investors</p> <p>3.4 Recent Developments</p>	15
4	<p>Valuation of Equity and Bonds</p> <p>4.1 Valuation of equity:</p> <p style="padding-left: 20px;">4.1.1 Ratio Analysis and valuation</p>	15

	<p>4.1.2 Dividend discount model(zero growth, constant growth & multiple growth)</p> <p>4.1.3 Multiple based valuation model</p> <p>4.2 Valuation of bonds</p> <p>4.2.1 Determinants of the value of bonds</p> <p>4.2.2 Yield to Maturity</p> <p>4.2.3 Interest rate risk</p> <p>4.2.4 Determinants of Interest Rate Risk</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to Equity Markets
2	2	Functions of Stock exchange
3	3	Features of bonds

Online Resources

<https://nptel.ac.in/courses/110/105/110105121/>

<https://nptel.ac.in/courses/110/107/110107128/>

https://www.youtube.com/watch?v=nMLVn_n1hb8

References

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

UC-SMS(F)-302 – Corporate Finance

Learning outcomes

- Develop understanding of capital structure and leverage theories
- Enable students to make investment decisions considering time value of money.
- Understanding concept of shareholder wealth maximization

Sr No.	Units/Modules	No. of Lectures
1.	<p>Introduction</p> <p>1.1 Introduction To Corporate Finance: Corporate finance as a part of Finance Theory (the other three parts being Investment theory, Portfolio theory and Financial Markets)</p> <p>1.2 Goal of Corporate Finance: Shareholder wealth maximization through 1. Investment decisions, 2. Financing decisions, 3. Dividend decision</p>	15
2.	<p>Investment Decision</p> <p>2.1 Non DCF and DCF Methods</p> <p>2.2 Non DCF Methods: Payback period, ARR,</p> <p>2.3 DCF methods: Compounding vs Discounting</p> <p>2.4 Discounted payback, NPV, IRR, BCR/Profitability index, Annuity method</p> <p>2.4 Replacement</p> <p>2.5 Capital Rationing</p> <p>2.6 Risk Adjusted Discount rate</p> <p>2.7 Practical problems</p>	15
3.	<p>Financing Decision</p> <p>3.1 Capital Structure (Debt and Equity)</p> <p>3.2 Degree of Operating Leverage</p> <p>3.3 Degree of Financial Leverage</p> <p>3.4 Combined leverage</p> <p>3.5 EBIT – EPS analysis for Capital Structure decision.</p> <p>3.6 Cost of capital</p> <p>3.7 Weighted average cost of capital (WACC) (Before and after tax)</p> <p>3.8 Capital structure theories</p> <p>3.9 Practical problems</p> <p>3.10 Complex problems in capital budgeting</p> <p>3.11 Sources of Finance: Banks, Financial Institutions, Capital Markets, Global institutions, global capital markets</p>	15
4.	<p>Dividend Decision</p> <p>4.1 Factors influencing dividend policy (managerial and legal factors)</p> <p>4.2 Dividend decision theory: MM approach, Walter, Gordon.</p> <p>4.3 Other corporate actions: Bonus, share buyback, stock split, rights issue, etc</p> <p>4.4 Practical Problems.</p> <p>4.5 Caselets</p>	15

Self Learning Topics

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	3	Sources of raising Corporate Finance

Online Resources

<http://www.fao.org/3/w4343e/w4343e08.htm>

References

- Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
- Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
- Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH
- Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.
- M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
- Prasanna Chandra - Financial Management - Tata - McGraw Hill

UC-SMS(F)-303 – Basics of Financial System

Learning Outcomes

- Learners will be aware about the financial system prevalent in the world.
- Learners will be able to understand the various financial instruments
- Learners will understand the financial regulators & their roles.
- Learners will be aware of the causes and Impact of Financial Crisis

Sr No.	Units/Modules	No. of Lectures
1.	Financial Markets 1.1 Introduction 1.2 Classification of financial markets 1.3 Money market (meaning, role, participants, features, components, reforms) 1.4 Capital markets (meaning, role, participants, features, components, reforms) 1.5 Forex Markets (meaning, role, participants, features, components, reforms)	15
2.	Financial Intermediaries and Financial Regulators Financial Intermediaries 2.1 Role of Financial Intermediaries 2.2 Commercial Banks 2.3 Development banks 2.4 Non banking Financial Companies	15

	<p>2.5 Regional Rural Banks 2.6 Insurance Organisations</p> <p>Financial Regulator</p> <p>2.7 Role of regulators in financial sector 2.8 RBI- Introduction, objectives and functions and structure, credit control measures 2.9 IRDA- Introductions, objectives, functions and structure 2.10 SEBI- Introduction, Powers, Role in primary and secondary markets 2.11 NABARD- Introduction and Functions</p>	
3.	<p>Financial Instruments</p> <p>3.1 Introduction, Types(money markets, debt instruments, capital markets) 3.2 Money markets-T-bills, commercial paper, certificate of deposits call money, commercial bills, gilts, bankers acceptance, inter corporate deposits, bill discounting mutual funds, REPO & REVERSE RATE and, TREPAs 3.3 Debt instruments-government securities, bonds and debentures 3.4 Equity capital/instrument-equity, preference, derivatives 3.5 Mutual funds-Features, Advantages, Disadvantages</p>	15
4.	<p>Financial Crisis and Scams</p> <p>4.1 Financial Crisis: Introduction 4.2 Causes of Financial Crisis 4.3 Impact of Financial Crisis 4.4 Case studies on Financial Crisis (2008 Financial Crisis) 4.5 Financial Scams (92 Scam, IT bubble, Satyam Scam, NSEL Scam, Telgi Scam)</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to Financial Markets
2	2	Commercial Banks
3	3	Mutual funds- Advantages and Disadvantages
4	4	2008 Financial Crisis

Online Resources

<https://nptel.ac.in/courses/110/105/110105121/>

<https://www.youtube.com/watch?v=GPOv72Awo68>

https://www.youtube.com/watch?v=PbldLCsspgE&list=RDCMUce3qdG0A_gr-sEdat5y2twQ&start_radio=1&rv=PbldLCsspgE&t=185

References

- Gordon E. & Natarajan K. Financial Markets & Services, Himalaya Publishing House.
- Indian Financial System, Machiraju.R.H, Vikas Publishing House.
- Indian Financial System, Khan M.Y Tata Mcgraw Hill.
- Financial Institutions and Markets, BholeL.M,TataMcgraw Hill.
- The Indian Financial System, Desai, Vasantha Himalaya Publishing House.

UC-SMS(F)-304 – Cost Accounting

Learning Outcomes.

Understanding Costing Concepts and its usages. This helps ascertainment of **cost**, fixation of selling price, proper recording and presentation of **cost** data to management for measuring efficiency and for **cost** control and **cost** reduction, ascertaining the profit of each activity, assisting management in decision making.

Sr No	Units/Modules	No. of Lectures
1	Introduction to Cost Accounting 1.1 Evolution ,Objectives and Scope of Cost Accounting - Importance and Advantages of Cost Accounting 1.2 Difference between Cost Accounting and Financial Accounting , Limitations of Financial Accounting 1.3 Definitions: Cost, Costing and Cost Accounting 1.4 Classification of Cost on Different Bases	10
2	Material & Labour Cost 2.1 Material Cost: The Concept, Material Control Procedure, Documentation, Stock Ledger, Bin Card, Stock Levels,Economic Order Quantity (EOQ) 2.2 Labour Cost : Labour Cost: The Concept,Composition of Labour cost Labour Cost Records,Overtime / Idle Time / Incentive Schemes	20
3	Overheads and ABC System: 3.1 Overheads : Overheads: The Concept, Classification of Overheads on Different Bases, Apportionment and Absorption of Overheads 3.2 Activity Based Costing System: Introduction, Advantages and Limitations of ABC , Identification of cost drivers, Traditional v/s ABC system,Practical problems	15
4	Cost Sheet :	15

	4.1 Proforma of Cost Sheet; Practical Problems on preparation of Cost Sheet; Estimated Cost Sheet. 4.2 Job and Batch Costing	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to cost Accounting and Classification of costs
2	2	Activity Based Costing

Online Resources

https://nptel.ac.in/courses/110/101/110101132/
http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_ug.php/198
https://resource.cdn.icai.org/62025bos50397cp5.pdf

Reference Books

- Cost Accounting by Jawaharlal and Seema Srivastava, TataMc.Graw Hill and Co. Ltd., Mumbai
- Cost Accounting by Ravi M. Kishore., Taxxman Ltd. New Delhi.
- Advanced Cost and Management Accounting: Problems and Solutions by V. K. Saxena and C. D. Vashist, S. Chand and Company(P) Ltd., New Delhi.
- Lectures on Costing by Swaminathan: S.Chand and Company (P) Ltd. New Delhi.

Marketing Electives

UC-SMS(M)-305– Marketing Management

Learning Outcomes:

- It will make students better future marketers and keen analysts of the marketing environment.
- It will create awareness amongst students about the complexities of the marketing especially in the digital age of technology and social media.
- The syllabus is designed is to provide a practical understanding of marketing through understanding of real business case studies.

Sr No.	Modules/ Units	No. of Lectures
1	<p>Introduction to marketing: 1.1 Concept, nature, scope and importance of marketing 1.2 Marketing concept and its evolution 1.3 Marketing mix 1.4 Strategic marketing planning – an overview 1.5 4C’s of marketing</p> <p>Market Analysis and Selection: 1.6 Marketing environment – macro and micro components and their impact on marketing decisions;</p> <p>Concepts of Marketing: 1.7 Needs, wants and demands, transactions, transfer and exchanges. 1.8 Concept of Value, Customer Value triad</p> <p>Orientations of a firm: 1.9 Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.</p>	15
2	<p>Marketing research: 2.1 Meaning, features, Importance of marketing research 2.2 Types of marketing research: Product research; Sales research; consumer/customer research; production research</p> <p>Marketing Information System (MIS): 2.3 Meaning, features and Importance of MIS</p> <p>Consumer Behaviour: 2.4 Meaning, feature, importance of Consumer Behaviour 2.5 Factors affecting Consumer Behaviour, Buying motives</p>	15

3	<p>Marketing Mix Decisions</p> <p>Product: 3.1 Product mix 3.2 Product lifecycle and its strategic implication 3.3 product planning – New product development- failure of new product 3.4levels of product. 3.5 Branding, Packaging and labeling</p> <p>Pricing: 3.6 objectives- factors influencing pricing policy 3.7 Methods of Pricing and Pricing strategy, Concept of Discounts and Rebates</p> <p>Place: 3.8 meaning – factor affecting channel selection 3.9 types of marketing channels;</p> <p>Promotion: 3.10 meaning and significance of promotion. 3.11 Promotion tools 3.12 steps in designing marketing communications 3.13Extended P’s of marketing w.r.t services: Process, Physical evidence and People</p>	15
4	<p>Market Segmentation and Positioning</p> <p>Segmentation: 4.1 Meaning , importance 4.2 Bases of segmentation</p> <p>Targeting: 4.3 Meaning , types</p> <p>Positioning: 4.4 Meaning – strategies, Concept of Unique Selling Proposition</p> <p>Marketing Organisation and Control: 4.5 Organising and controlling marketing operations. Issues and Developments in Marketing</p> <p>4.6 Social, ethical and legal aspects of marketing; 4.7 International marketing; 4.8 Green marketing; Cyber marketing; and other developments of marketing</p>	15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.6 Marketing environment – macro and micro components
2	2.4 Meaning, feature, importance of Consumer Behaviour
3	3.10 meaning and significance of promotion.
4	4.8 Green marketing; Cyber marketing; and other developments of marketing

Online Resources

Marketing Environment https://www.youtube.com/watch?v=8BHLJ_cFHO8 https://nptel.ac.in/courses/110/108/110108141/
Consumer behavior https://www.digimat.in/nptel/courses/video/110105054/L01.html
Green marketing https://www.youtube.com/watch?v=_upvzY3uZBs Video lecture by Faculty of Management Studies Assistant Professor
Promotion https://www.youtube.com/watch?v=51hwSUZuva8 Video lecture by Faculty of Management Studies Assistant Professor
cyber marketing https://www.youtube.com/watch?v=Tjl9OLQBOon0 Video lecture by Ministry of HRD, Government of India.

Links for Recommended Case Studies

1. *Reviving Khadi in India*

<https://www.icmrindia.org/free%20resources/casestudies/Reviving%20Khadi.htm>

2. *Kellogg's Indian Experience: A Failed Launch*

<https://www.icmrindia.org/free%20resources/casestudies/Marketing%20freecasestudy1.htm>

3. *Lifebuoy in India: Product Life Cycle Strategies*

<https://www.thecasecentre.org/educators/products/view?id=92022>

4. *Haldiram's Group - Seeking the 'Right' Marketing Mix*

<https://www.icmrindia.org/free%20resources/casestudies/haldiram1.htm>

5. *The Nirma Story*

<https://www.icmrindia.org/free%20resources/casestudies/The%20Nirma%20Story1.htm>

6. *Relaunch of Frooti-The 'Digen Verma' Campaign*

<https://www.icmrindia.org/free%20resources/casestudies/frooti.htm>

Reference Books

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). Principles of Marketing (17th ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). Marketing Management: A South Asian Perspective (14th ed.). New Delhi: Pearson.
4. Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). Basic Marketing. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. (2010). Marketing Management: Global perspective Indian context (4th ed.). New Delhi: Macmillan.
6. Saxena, R. (2009). Marketing Management (4th ed.). New Delhi: Tata McGraw Hill.

UC-SMS(M)-306 – Consumer Behaviour

Learning Outcomes:

- Discussing and understanding the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.
- Apply relevant consumer behavior theories in understanding the impact of marketing strategies.
- Develop critical and reflexive understandings of the nature of consumption, markets and culture. Apply appropriate research techniques. Appreciate the complexity of consumer behavior.

Sr.No.	Modules/ Units	No. of Lectures
1	Introduction to Consumer Behaviour 1.1 Meaning of Consumer Behaviour, Features and Importance 1.2 Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types of Consumer Behaviour 1.3 Profiling the consumer and understanding their needs Consumer Involvement : Consumer Research 1.4 Application of Consumer Behaviour knowledge in Marketing	15

	1.5 Consumer Decision Making Process and Determinants of Buyer Behaviour, Factors affecting each stage, and Need recognition.	
2	<p>Individual- Determinants of Consumer Behaviour</p> <p>2.1 Consumer Needs & Motivation (Theories - Maslow, Mc Cleland).</p> <p>2.2 Personality – Concept, Nature of personality, Personality Traits and it's Marketing significance, Impact of Brand Image on Consumer Behaviour</p> <p>2.3 Self Concept – Concept</p> <p>2.4 Consumer Perception</p> <p>2.5 Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude</p> <p>2.6 Attitude - Concept of attitude</p> <p>2.7 Formation & Change.</p>	15
3	<p>Environmental Determinants of Consumer Behaviour</p> <p>3.1 Family Influences on Buyer Behaviour,</p> <p>3.2 Roles of different members, needs perceived and evaluation rules.</p> <p>3.3 Modern family life cycle stage and size.</p> <p>3.4 Social Class and Influences.</p> <p>3.5 Group Dynamics: In-group and Out-group, Social Class, Reference Groups Opinion Leadership and Influencers</p> <p>3.6 Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</p>	15
4	<p>Consumer decision making models and New Trends</p> <p>4.1 Consumer Decision making: Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making,</p> <p>4.2 E-Buying behavior - Customer Journey Maps</p> <p>4.3 Recent trends in studying consumer behaviour</p>	15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.4 Application of Consumer Behaviour in Marketing
2	2.1 Application of Motivational Theories
3	3.4 Social Class and its Influence
3	3.6 Cultural Influences on Consumer Behaviour

Online Resources

https://nptel.ac.in/courses/110/105/110105029/
https://nptel.ac.in/courses/110/105/110105074/
https://nptel.ac.in/courses/110/105/110105054/
https://nptel.ac.in/courses/109/103/109103136/

Reference Books:

1. Consumer Behavior - Insights from Indian Market by Mr.Ramanuj Maujmdar
2. Consumer Behavior - cases and concepts by Mr. S. Ramesh Kumar
3. Consumer Behavior and Branding - Mr. S. Ramesh Kumar

UC-SMS(M)-307– Product Innovations Management

Learning Outcomes:

- To give students an insight into the main innovation management terminology and concepts
- To help students recognize and describe different types of idea generation systems
- To make students understand the diffusion of innovation cycle and concepts of innovation strategy.
- Students will define creativity and understand how creativity can be stimulated and internalize how innovation projects should be selected and managed.

Sr. No.	Modules / Units	No. of Lectures
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1	<p>Innovations of Management</p> <p>1.1 Concept and Features of Innovation 1.2 Types of Innovations 1.3 Features of Innovation Management 1.4 Significance of Innovation 1.5 Principles of innovations. 1.6 Left and right brain thinking 1.7 Creative thinking, Traditional V/S Creative thinking, Intuition 1.8 Introduction to creativity and Process of creativity 1.9 Creativity methods</p>	15
2	<p>Managerial Aspects of Innovation Functions</p> <p>2.1 Concept of Organizational Culture 2.2 Culture and Strategy for Innovation 2.3 Group Brainstorming and Teamwork: Some Rules for the Road to Innovation 2.4 Explaining Psychological Safety in Innovation Teams: Organizational Culture, Team Dynamics, or Personality? 2.5 Begging, Borrowing, and Building on Ideas From the Outside to Create Pulsed Innovation Inside Teams 2.6 Developing Innovation strategies 2.7 Market standing based strategies 2.8 Need for creative organizations 2.9 Characteristics of creative organizations 2.10 Creating creative organizations – McKinsey’s 7S framework 2.11 Fostering innovations climate and culture. 2.12 Creative Associations and Entrepreneurial Opportunities</p>	15
3	<p>Product innovations, Process Innovations and Innovations Diffusion</p> <p>3.1 Types of new products 3.2 New product development process 3.3 Technology Strategy for product innovation 3.4 Packaging innovations 3.5 Positioning innovations 3.6 New product failures 3.7 Concept of Process and Process Innovation 3.8 Features of process 3.9 Types of process innovations 3.10 Process Management 3.11 Process improvement methods - Business process reengineering; Benchmarking, 3.12 Concept of diffusion of innovation and adoption 3.13 Innovations diffusion theories</p>	15

	3.14 Factors influencing diffusion strategy 3.15 Internalization of innovations	
4	New Product Development Strategy 4.1 Concept of new product development, specifications 4.2 5 step methods of concept generation 4.3 Methods for selecting a concept 4.4 Concept screening 4.5 Concept scoring, 4.6 Introduction to Product Testing 4.7 Purpose of product testing 4.8 Overriding concerns of product testing 4.9 Major decision in constructing a product test.	15

Self-Learning Topics (Unit Wise)

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

Online Resources:

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

Reference Books:

- Creativity and Innovation in Organizational Teams by Hoon-Seok Choi, Leigh L. Thompson
- Strategy, Innovation and Change – Challenges for Management by Robert Galavan, John Murray, Costas Markides
- Product Innovations Management by Vikay Vishwakarma and Prateek Kumar (Tech-Max Publications, Pune)

- Jugaad Innovation: A Frugal and Flexible Approach to Innovation for the 21st Century- Jaideep Prabhu, Navi Radjou, and Simone Ahuja

UC-SMS(M)-308 Sports Marketing

Learning Outcomes

- Explain how marketing concepts related to the marketing mix (product, price, place and promotion) apply to sports-related settings.
- Identify characteristics related to sports marketing promotion mix and
- Understand the sports marketing environment and trends influencing marketers.
- Evaluate sports sponsorship decisions
- Understand the process and structure in sporting events

Sr No	Units	No. of Lectures
1	<p>Sports Marketing: Introduction, Environment & Research</p> <p>1.1 Introduction to sports marketing: Sports marketing definition & characteristics,</p> <p>1.2 Marketing myopia in sports,</p> <p>1.3 Distinctive features of sports marketing, Model of sports Industry,</p> <p>1.4 Implementation of sports marketing programme</p> <p>1.5 Environment & Research in Sports Marketing: Environmental factors, individual factors,</p> <p>1.6 Decision making for sports involvement,</p> <p>1.7 Role of research in sports marketing: types of primary market research, common problems in sports marketing research</p>	15
2	<p>The sports Product, Pricing Strategies & Sponsorship</p> <p>2.1 The sports products: Core & extensions,</p> <p>2.2 Key issues in sports products strategy,</p> <p>2.3 Managing sports brands,</p> <p>2.4 Brand Equity: benefits & development,</p> <p>2.5 Sales: Definition, sales approaches used in sports, selling sports to the community</p> <p>2.6 Pricing strategies: The basics of pricing, core issues, factors affecting pricing</p> <p>2.7 Sponsorship: Definition, growth of sponsorship, evaluating and ensuring sponsorship effectiveness, selling the sponsorship, ethical issues in selling the sponsorships</p>	15
3	<p>Promotion & Distribution Strategies in Sports Marketing</p> <p>3.1 Promotional strategies: Promotional concepts & practice,</p> <p>3.2 Components of promotion mix for sports marketing: Sales promotion, sponsorship, public relation, digital marketing & advertising.</p> <p>3.3 Media options in sports marketing,</p> <p>3.4 Distribution strategies: Placing core products & their extensions, the facility: marketing channels, the product-place matrix.</p>	15

4	Legal Aspects & Marketing of major Sport Events 4.1 Cross impact among the 5Ps of sports marketing mix 4.2 Legal aspects of sports marketing: Endorsement agreement, Player agreement, Franchise agreement & Sponsorship agreement 4.3 Marketing of major sport events: Olympic Games, Commonwealth Games, ICC Cricket World Cup, Indian Premier League, FIFA Football World Cup, Wimbledon tennis tournament.	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Marketing myopia in sports
2	2	Sponsorship
3	3	Media options in sports Marketing

Online Resources

https://nptel.ac.in/content/storage2/courses/122106032/Pdf/1_1.pdf
https://nptel.ac.in/courses/110/104/110104068/
https://www.coursera.org/learn/sports-marketing

References

- Phil Schaaf -Sports Marketing - It's not just a game anymore .
- Bernard J. Mullin (Author), Stephen Hardy (Author), William A. and Sutton (Author) - Sport Marketing
- Larry DeGaris- Sports Marketing: A Practical Approach February 2015
- Matthew D.Shank and Mark R. Lyberger, Sports Marketing: A Strategic Perspective, 5th edition 3 October 2014
- David Shilbury; Hans Westerbeek; Shayne Quick; Daniel Funk Allen & Unwin, 2009 (3rd edition), Strategic Sport Marketing
- Introduction to Sport Marketing, Second edition, By Aaron C.T. Smith, Bob Stewart
- Sports Marketing: A Strategic Perspective, 5th edition Paperback – Import, 21 November 2014, by Matthew D. Shank (Author), Mark R. Lyberger (Author)

Human Resource Management Electives
UC-SMS(H)-309 – Training & Development

Learning Outcomes:

- It will make students learn how to improve the performance of employees at work place through training and development.
- It will enhance the decision-making skills of students.
- Students will learn how good training programme can help the organization in retaining their talent and in coping with this ever changing environment.
- Relevance of management development programmes in the Organizations to develop best managers.

Sr No	Units/Modules	No. of Lectures
1	<p>Overview of Training</p> <p>1.1 A Systematic Approach to Training Human Resource Development Meaning, Importance, HRM Vs HRD</p> <p>1.2 Concept, scope, importance, objectives, features, need and assessment of training. Distinction between Training and Development – Principles of Learning – e-Learning, Competency Mapping</p> <p>1.3 Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis, Types–On the Job &Off the Job Method.</p> <p>1.4 Criteria & designing-Implementation– an effective training program.</p> <p>1.5 Evaluation of Training and Levels of training</p>	15
2	<p>Overview of Development</p> <p>2.1 Development– concept, scope, importance & need and features, Human Performance Improvement</p> <p>2.2 Meaning of counselling, Counselling techniques with reference to development employees, society and organization.</p> <p>2.3 Model for planned self development, Importance of Personal Development plan, different ways to improve personal development skills. Examples of personal Development plan.</p> <p>2.4 Succession planning meaning, Succession Planning Vs Career Planning, Process of Succession Planning</p>	15
3	<p>Career development and Management Development Concepts</p> <p>3.1 Career development cycle, Benefits of career planning to individual as well as organization - Internal mobility: promotions, transfers, Separation</p> <p>3.2 Special issues in training and employee development and career development</p> <p>3.3 Meaning of Management Development</p> <p>3.4 Process of MDP.</p> <p>3.5 Programs & methods, importance, evaluating a MDP.</p>	15

4	Performance measurement 4.1 Performance measurements– Concept, Advantages of Appraisals, pitfalls & ethics of appraisal. 4.2 New technologies used in training, Global Training Trends :New technology in training and development, Cultural Diversity Training 4.3 Competency Mapping – Concept, importance , need , application	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Evaluation of Training and needs
2	1	Types of Training
3	2	Succession Planning
4	4	Competency Mapping – Concept, importance , need , application

Online Resources

https://www.youtube.com/watch?v=FiPPfxWgefA (IIT Kharagpur)
http://www.digimat.in/nptel/courses/video/110105069/L06.html
http://www.digimat.in/nptel/courses/video/110105069/L09.html
https://www.youtube.com/watch?v=nqXUfrbLUM (NPTEL)

Reference Books

- David A Decenzo & Stephen P Robbins India Personnel/Human Resource Management, - Prentice-Hall
- Gary Dessler, Prentice-Hall, India , Human Resource Management
- John M Ivancevich – TMH, Human Resource Management, 7e
- Wayne F Cascio – TMH , Managing Human Resources, 5e
- K Aswathappa – Tata Mcgraw-Hills, Human Resources and Personnel Management Text and Cases
- Training And Development- S.K. Bhatia

UC-SMS(H)-310 –Motivation & Leadership

Learning Outcomes:

- Students will learn the importance of strong leadership and how they can inculcate good habits of great leaders in their professional life.
- It will help students in learning how organisation can help their employees managing work life balance.
- The course will help in understanding essential skills leaders need, identify several specific leadership styles, and the appropriate use of each leadership style.
- Students will learn Identifying the expectations and needs of the employees and motivating them for improved performance.

Sr No	Units/ Modules	No of lectures
1	Motivation-I 1.1 Concept of motivation 1.2 Importance of Motivation at workplace 1.3 Ways of motivating employees at workplace 1.4 Primary Motives, General Motives and Secondary Motives 1.5 Motivation and Productivity. 1.6 Tools of Motivation 1.7 Intrinsic and Extrinsic Motivation	15
2	Motivation- II 2.1 Work –Life balance – concept, differences, generation and tips on work life balance Role of HR in work life balance 2.2 Content theories of Motivation Maslow’s Need Hierarchy, McGregor’s Theory-X and Theory-Y, ERG theory, Herzberg two factor Theory 2.3 Process Theories-Vroom’s Expectancy Theory, Valency-Four drive model Theory Z, Equity theory Case study	15
3	Leadership-I 3.1 Leadership– Meaning & Concept 3.2 Traits and Motives of an Effective Leader, Styles of Leadership 3.3 Leadership Skills - Determinants of Leadership – Challenges to leaderships in virtual teams. 3.4 Role of Leadership in developing and Leading High Performing Teams. 3.5 Theories Of Leadership –Trait Theory, Behavioural Theory, Blake & mouton theory 3.6 Leader vs. Manager . 3.7 Transactional v/s Transformational leaders.	15

	3.8 Strategic leaders– meaning, qualities. 3.9 Concept of Servant Leadership Case studies of successful leaders and charismatic leader Case studies of Leaders during crisis situation (especially situational leadership)	
4	Leadership-II 4.1 Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein). 4.2 Contemporary issues in leadership 4.3 Leadership roles, team leadership, 4.4 Concept of Mentoring 4.5 Self-leadership, online leadership, finding and creating effective leader. 4.6 Role of Emotional Intelligence : Definition – self-awareness, self-regulation, social skills, social awareness, Emerging Leaders at the time of crisis	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Motives and types of motivation
2	2	Work –Life balance concept, differences, generation and tips on work life balance. Role of HR in work life Balance
3	3	Case study of successful leaders, Leaders vs Managers
4	4	Emotional intelligence – introduction and concepts

Online Resources

https://nptel.ac.in/courses/110/106/110106145/
https://hbr.org/2020/04/how-to-keep-your-team-motivated-remotely (Harvard Business Review)
https://www.youtube.com/watch?v=QM1Z8Vc9i9k (IIT)
http://www.infocobuild.com/education/audio-video-courses/psychology/EmotionalIntelligence-IIT-Kharagpur/lecture-05.html
https://www.digimat.in/nptel/courses/video/109105116/L01.html

Reference Books

- Emotional Intelligence ,Daniel Goleman, Bantam Books
- Human Relations and Organizational Behaviour 5th e Dwivedi, R S. MacMillan Publications India – 2001

- Organizational Behavior -Stephen P Robbins, Seema Sanghi –Pearson
- Blanchard, Kenneth H et al. Prentice-Hall, Management of Organizational Behaviour

UC-SMS(H)-311 –Performance Management and Career Planning

Learning Outcome

- To acquaint students on performance management tools used in the Organization.
- Students will understand purpose, importance and evaluation techniques of performance appraisal
- Awareness of ethical practices followed in performance management and the impact of the same.
- To highlight the importance of career planning models and changing career patterns in the modern Organization.

Sr No	Units/ Modules	No. of Lectures
1	<p>Performance Management – An Overview</p> <p>1.1 Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal,</p> <p>1.2 Performance Management Cycle , Best Practices in Performance Management, Future of Performance Management.</p> <p>1.3 Global trends / future trends of performance management, Relevant case of Companies with best performance management system</p> <p>1.4 Facilitation of Performance Management system through automation : Improving Quality of Planning and design of performance management, Improving the objectivity of Performance management, Improving execution effects of performance management, Automation in performance management, Automation process</p>	15
2	<p>Performance Planning –</p> <p>2.1 Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking , Performance Managing – Meaning, Objectives, Process</p> <p>2.2 Performance Appraisal – Performance appraisal and uses , Performance appraisal process, Performance standards: traits, behaviours, competencies, goals achievement and improvement potential, KRA/KPI's, Performance appraisal and period, Methods of performance appraisal, Balance score card, HR Score card, Problems in performance appraisal, How to conduct effective appraisal process- Use of Bell Curve and Nine Box Performance Appraisal in the Organization.</p>	15

	2.3 Performance Management Implementation – Strategies for Effective Implementation of Performance Management • Linking Performance Management to Compensation • Concept of High Performance Team 2.4 Data Driven Performance Management	
3	Ethics in Performance Management 3.1 Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management 3.2 Under Performers and Approaches to Manage Under Performers, Retraining 3.3 Key Issues and Challenges in Performance Management 3.4 Potential Appraisal: Steps, Advantages and Limitations. 3.5 Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay.	15
4	Career planning and development 4.1 Career Planning and Development Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning 4.2 Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives 4.3 Role of Technology in Career Planning and Development • Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model 4.4 New Organizational Structures and Changing Career Pattern	15

Self-Learning topics (Unit wise):

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

Online Resources

<https://nptel.ac.in/courses/110/105/110105137/>

https://youtu.be/bu_yh3h0n3U (nptel)

<https://nptel.ac.in/courses/110/105/110105069/>

<https://youtu.be/wgr-17KEMCE> (IIT Kharagpur)

<https://nptel.ac.in/courses/110/105/110105069/>

Reference Books

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

UC-SMS(M)-312 Employees Welfare and Relations

Learning Outcome

- Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
- Understand the various processes and procedures of handling Employee Relations
- Overview on Labour Welfare practices in India

Employees Welfare and Relations

Sr No	Unit/Modules	No. of lectures
1	Overview of Employee Relations and Collective Bargaining 1.1 Relations - Meaning, Scope, Elements of Employee Relations, Role of HR in Employee Relations 1.2 Employee Relation Policies – Meaning and Scope, Ways to Improve Employee Relations 1.3 Collective Bargaining – Meaning, Characteristics, Need and Importance, Classification of collective bargaining - Distributive bargaining, Integrative bargaining, Attitudinal structuring and Intra-organizational bargaining; Principles of Collective Bargaining, Process, Causes for Failure of Collective Bargaining, Conditions for Successful Collective Bargaining	15

	<p>1.4 Collective Bargaining Strategies - Parallel or Pattern Bargaining, Multi-employer or Coalition Bargaining, Multi-unit or Coordinated Bargaining, and Single-unit Bargaining</p> <p>1.5 Current Trends in Collective Bargaining</p>	
2	<p>Overview of Employee Welfare</p> <p>2.1 Meaning, Need for Employee Welfare, Principles of Employee/ Labour Welfare, Scope for Employee/ Labour Welfare in India, Types of Welfare Services – Individual and Group.</p> <p>2.2 Historical Development of Employee/ Labour Welfare in India – Pre and Post Independence, Employee/ Labour Welfare Practices in India</p> <p>2.3 Approaches to Employee/ Labour Welfare – Paternalistic, Atomistic, Mechanistic, Humanistic approach , Theories of Employee Welfare–Policing Theory, Religion Theory, Philanthropic Theory, Trusteeship Theory, Public Relations Theory, Functional Theory , Administration of Welfare Facilities – Welfare Policy, Organisation of Welfare, Assessment of Effectiveness</p>	15
3	<p>Welfare and Work Environment Management</p> <p>3.1 Agencies for Labour Welfare – Central Government, State Government, Employers, Trade Union</p> <p>3.2 Women Welfare - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare Responsibility of Employers towards labour welfare</p> <p>3.3 Work Environment Management – Meaning, Need for healthy work environment, measures for providing healthy work</p> <p>3.4 Fatigue at work – Meaning, Causes and Symptoms of Fatigue, Boredom at Workplace – Meaning</p> <p>3.5 Hazards at Workplace – Meaning, Types of Hazards – Physical and Social, Hazard Management – Meaning and Process, Hazard Audit</p> <p>3.6 Accidents and Safety Issues at Workplace – Safety, Safety Culture</p>	15
4	<p>Workers Participation and Employee Grievance</p> <p>4.1 Workers Participation in Management – Concept, Pre-requisites, forms & levels of participation, Benefit of Workers Participation in Management, Importance of employee stock option plans as a method of participation.</p>	15

	<p>4.2 Employee Grievance – Meaning, Features, Causes and Effects of Employee Grievances, Employee Grievance Handling Procedure, Effective Ways of Handling Grievance</p> <p>4.3 Role of Industrial Relations Manager in Promoting & Establishing Peaceful Employee Relations</p>	
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Self-Learning Topics

1.1 Overview of Employee Relations
2.1 Meaning, Need for Employee Welfare and Types of Welfare Services – Individual and Group.
3.6 Employee safety, health and environment

Online Resources

https://youtu.be/KRjsEQXeBvo IIT Kharagpur
https://www.youtube.com/watch?v=https://onlinecourses.nptel.ac.in/noc20_mg15/preview=KoDiuL6NqgQ (IIT Kharagpur)
https://onlinecourses.nptel.ac.in/noc20_mg15/preview

Reference Books

1. Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar
2. Labour Management relations in India – K.M. Subramanian
3. Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982
4. Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj

UC-SMS-313 – Information Technology in Business Management

Learning Outcome

- It will help student to be a professional when it comes to working with the banking sector and corporates world or even they can plan to take a full time course from the given topic mention in the syllabus.
- Since the basic of the course is design in such a way that they will be able to understand the topic and will not be wasting time in learning Basic of the topic again.
- There are well equipped with the hands-on skill for the industry.
- We are making them professional in a way that one can be qualified to be a Literate in the Field of Information technology what is needed for the current industry and academia
- Student skills are developed in such a way that industry must absorb them after they finish their final year
- Today we want our students to be market oriented so we have e module to know more about ERP. Digital Marketing and Power BI.

Sr No	Modules/ Units	No. of Lectures
1	<p>Management Information System</p> <p>1.1 Overview of MIS</p> <ul style="list-style-type: none"> • Definition, Characteristics <p>1.2 Subsystems of MIS (Activity and Functional subsystems)</p> <p>1.3 Structure of MIS</p> <p>1.4 Reasons for failure of MIS.</p> <p>1.5 Understanding Major Functional Systems</p> <ul style="list-style-type: none"> • Marketing & Sales Systems • Finance & Accounting Systems • Manufacturing & Production Systems • Human Resource Systems • Inventory Systems <p>1.6 Sub systems, description and organizational levels</p> <p>1.7 Decision support system</p> <ul style="list-style-type: none"> • Definition • Relationship with MIS <p>1.8 Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</p>	15

2	<p>ERP/E-SCM/E-CRM</p> <p>2.1 Concepts of ERP</p> <p>2.2 Architecture of ERP</p> <ul style="list-style-type: none"> • Generic modules of ERP <p>2.3 Applications of ERP</p> <p>2.4 ERP Implementation concepts</p> <ul style="list-style-type: none"> • ERP lifecycle <p>2.5 Concept of XRP (extended ERP)</p> <p>2.6 Features of commercial ERP software</p> <ul style="list-style-type: none"> • Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft <p>2.7 Concept of e-CRM</p> <ul style="list-style-type: none"> • E-CRM Solutions and its advantages, how technology helps? <p>2.8 CRM Capabilities and customer Life cycle</p> <ul style="list-style-type: none"> • Privacy Issues and CRM <p>2.9 Data Mining and CRM</p> <ul style="list-style-type: none"> • CRM and workflow Automation <p>2.10 Concept of E-SCM</p> <ul style="list-style-type: none"> • Strategic advantages, benefits <ul style="list-style-type: none"> • E-SCM Components and Chain Architecture <p>2.11 Major Trends in e-SCM</p> <p>Case studies ERP/SCM/CRM</p>	15
3	<p>Introduction to Power BI</p> <p>3.1 POWER BI DESKTOP (installation and tool to get familiar with)</p> <ul style="list-style-type: none"> • Overview of the Rhyme Interface • Importing the Data using power query • Fixing the Column Names using power query • Transforming the Data <p>3.2 POWER BI CHART (REPORT)</p> <ul style="list-style-type: none"> • Creating Reports <p>3.3 POWER BI KPI INDICATORS (visualization and how they can benefit)</p> <p>3.4 POWER BI DASHBOARD (how to create interactive Dashboard)</p> <p>3.5 Creating Power BI Reports and AutoFilters</p> <ul style="list-style-type: none"> • Report Design with Legacy &. DAT File • Report Design with Database Table • "Get Data" Option and Report Verification in Cloud. 	15

	<ul style="list-style-type: none"> • Stacked Bar Chart, Stacked Column Chart • Clustered Bar Chart, Clustered Column Chart • Adding Report Titles, Report Format Options <p>3.6 Hierarchies and Drill Down Report</p> <ul style="list-style-type: none"> • Hierarchies and Drill Down Options • Aggregate with Bottom /Up Navigation Rules • Automated Records Selection with Tabular Data • Parameter for Column Data and Table / Query Filters 	
4	<p>Digital Marketing</p> <p>4.1 Introduction of Digital Marketing</p> <p>4.2 Difference between Traditional Marketing and Digital Marketing</p> <p>4.3 Different types of Social Media Marketing Platform</p> <p>4.4 Introduction of Web designing</p> <p>4.5 SEO</p> <p>4.6 Importance of Keywords</p> <p>4.7 Importance of Photoshop for Creating Post and creating websites</p> <p>4.8 Editing of Photos</p> <p>4.9 Removing of Background, Color Correction, Effects, Filter</p> <p>4.10 Creating Post or Web layout</p> <p>4.11 Importance of Video Promotion</p> <p>4.12 Paid Promotion</p> <p>4.13 Google Ads</p>	15

Detailed Scheme Practical
Practical of Semester III

Topic	Title	No. of Lectures
PowerBI	<ol style="list-style-type: none"> 1. Installation of software on PC 2. How to add text file data to PowerBI, convert, transform to power Query and Merging of column, split the data of col, delete the column 3. How to add excel file to Power BI, convert, transform to power Query and Merging of column, split the data of col, 	10 Lectures per Practical per Batch

	<p>delete the column</p> <ol style="list-style-type: none"> 4. Connecting PDF file to power Query to transfer data to tabular form 5. To display unique list of data using power query, auto update of newly added to excel will reflect in power query 6. Adding data from multiple sheets of excel workbook (append Query. 7. Calling pivot table to power query (unpivoting the pivot table) 8. Data Cleaning (removing unwanted row, column, 9. Using if condition in power query and transforming the data 10. Creating Chart and Report 11. Creating a dash board using PowerBI, compare the same with excel Dash Board 	
Digital Marketing	<ol style="list-style-type: none"> 1. Installation of Photoshop 2. Editing of Photos, merging of Photos, importance of Pallet 3. Removing of Background, Color Correction, Effects, Filter 4. Creating Post or Web layout 5. Creating Post to promote Ad, Banner 6. Importance of Video Promotion using google 7. Paid Promotion 8. Google Ads 	10 Lectures per Practical per Batch

Self-Learning topics (Unit wise):

Unit	Topics	
2	Modern E-Business Software System ERP/E-SCM/E-CRM	<ul style="list-style-type: none"> • Student can go to Google and find relevant information on ERP / SCM / CRM and make a presentation to the class • Students can also do a case study on the above topic for Self-evaluation. • Students can also do a live project on research based on data collected for the above topic and provide their input on the same.
4	MIS	<ul style="list-style-type: none"> • Student can visit some website on MIS and make a presentation on the same • They can show a live demo of Working with MIS software • Can take a help of Excel to produce MIS

		<p>Environment to explain how MIS works in Field Work</p> <ul style="list-style-type: none"> • Can explain different MIS Software used in the Corporate World
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Online Resources

1. ERP

<http://www.erp.wiziontech.com/implementation>

https://www.researchgate.net/publication/262936402_A_Proposed_Model_for_Integration_of_ERP_CRM_SRM_and_Supply_Chain_Management

ERP, Source: Science Supercourse,

<http://ndl.iitkgp.ac.in/document/OEYweXpIRmlkYURkM3JkbUdtKy9UUXhCeU05akdSRHR2MTRvc3ZUUmYwZ3hqTINnUW5CU2lWQkp2Qk1EYWhTSHIPRlpyaXFvUmVaR3IvNmxJQ0RQY2c9PQ>

Reference Books:

1. Digital Marketing for Dummies By Ryan Deiss and Russ Hennesberry, 2017
2. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising By Cory Rabazinsky, 2015
3. Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life by Devin Knight (Author), Brian Knight (Author), Mitchell Pearson (Author), Manuel Quintana (Author)
4. Microsoft Power BI Dashboards Step by Step 1st Edition by Errin O'Connor (Author)
5. Enterprise Resource Planning” by Bansal
6. “Enterprise Resource Planning” by Rajesh Ray
7. Essentials of Supply Chain Management by "Michael Hugos”
8. Management Information System. Prof. Kunal Kanti Ghosh, Prof. Surojit Mukherjee, Prof. Saini Das, IIT Kharagpur:
<https://nptel.ac.in/courses/110/105/110105148/>
9. Management Information System (MIS),
<https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>

UC-SMS-314 – Foundation Course III (Environmental Management)

Learning Outcome:

- To understand and apply core concepts and methods from ecological and physical sciences to solve problems
- To appreciate key concepts from economic, political, and social analysis as the learners pertain to the design and evaluation of environmental institutions and policies.
- To reflect critically about one's identity and role as citizen, consumer and environmental actor in an interconnected and complex world
- To gain knowledge and skills required to pursue professional career and advanced study related to the multi-faceted nature of environmental studies
- To be more sensitive towards complex environmental issues and develop interdisciplinary approach to face today's challenges

Sr No	Modules/ Units	No. of Lectures
1	Environmental Concepts: 1.1 Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere 1.2 Biodiversity: Definition, types and conservation 1.3 Ecosystem & Ecology; Food chain, food web, types and functions 1.4 Resources: Meaning, classification, alternative energy sources, types and exploitation of natural resources in sustainable manner 1.5 Anthropogenic impact on the environment	15
2	Environmental Degradation 2.1 Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies 2.2 Pollution – Meaning, types, causes and remedies (land, air, water and others) Global warming: meaning, causes and effects. 2.3 Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste) 2.4 Disaster Management: meaning, disaster management cycle Case Studies	15
3	Sustainability and role of business 3.1 Sustainability: Definition, importance, leadership and Environment Conservation. 3.2 Environmental clearance for establishing and operating Industries in India. 3.3 EIA, Environmental auditing, ISO 14001 3.4 Salient features of Water Act, Air Act and Wildlife Protection Act.	15

	3.5 Carbon bank, carbon footprint & Kyoto protocol , Paris Convention 3.6 Geospatial technology	
4	Innovations in business- an environmental perspective Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, waste management projects for profits, Eco- consulting, Sustainability model, circular economy business model, ESG and other business projects for greener future	15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.3 Ecosystem & Ecology; Food chain, food web , types and functions
2	2.4 Disaster Management: meaning, disaster management cycle
3	3.1 Sustainability: Definition, importance, leadership and environment conservation.
4	Innovations in business- an environmental perspective : Innovative Business Models

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Unit	Topics
1	https://nptel.ac.in/content/storage2/courses/122103039/pdf/mod6.pdf 1.3 Ecosystem & Ecology; Food chain, food web , types and functions
2	https://nptel.ac.in/courses/105/104/105104183/ 2.4 Disaster Management: meaning, disaster management cycle
3	https://www.youtube.com/watch?v=bjrPiIem30g&t=1928s 3.1 Sustainability: Definition, importance, leadership and environment conservation.
4	https://www.boardofinnovation.com/blog/circular-business-model-examples/ Innovations in business- an environmental perspective : Innovative Business Models

Reference Books

1. Jennifer A. Elliott - An Introduction to Sustainable Development
2. C. J. Barrow - Environmental Management and Development
3. Hazel Barrett - Health and Development
4. McNeill, J.R. - Something New Under the Sun: an environmental history of the twentieth century
5. Pepper, D. - The Roots of Modern Environmentalism. London, Croom Helm
6. Hunt, C.E. -Thirsty Planet: strategies for sustainable water management

UC-SMS-315 -Business Planning and Entrepreneurship Management

Learning Outcomes

- Sharpen creative, innovative and problem solving skills of students which will enable them to ideate towards new entrepreneurial ventures.
- Students will learn life skills and how to tackle failures and uncertainties especially in the domain of entrepreneurship.
- Identification and selection of best entrepreneurial opportunities through application of design thinking and other methodologies.
- Learn new modern business models, entrepreneurial culture and ethics.

Sr No	Units/Modules	No of lectures
I	Foundations of Entrepreneurship Development: 1.1 Foundations of Entrepreneurship Development: Definition of Entrepreneur Concept of Entrepreneurship, Importance and significance of growth of entrepreneurial activities 1.2 Entrepreneurial Decision Making activities Role models, mentors and support system for entrepreneurs 1.3 Theories of Entrepreneurship: Innovation Theory by Schumpeter, Theory of Social change by Everett Hagen 1.4 External Influences on Entrepreneurship Development (PESTLE) 1.5 Role of Entrepreneurial culture in Entrepreneurship Development, relevance of subcultures of different countries.	15

II	<p>Types & Classification Of Entrepreneurs</p> <p>2.1 Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs Development of Women Entrepreneurs with reference to Self Help Group</p> <p>2.2 Social entrepreneurship–concept, development of Social entrepreneurship in India,</p> <p>2.3 Importance and Social responsibility of NGO’s.</p> <p>2.4 Entrepreneurial development Program (EDP)– concept</p> <p>2.5 Options available to Entrepreneur: Ancillarisation, BPO, Franchise, M&A</p> <p>2.6 Types of Ownership</p> <p>2.7 Innovative Business Opportunities for new generation Entrepreneurs, Entrepreneurship and Family Business</p>	15
III	<p>Entrepreneur Project Development & Business Model Canvas</p> <p>3.1 Emerging Creativity Education and Research Support</p> <p>3.2 Innovation, Invention, Opportunities through change, Concept of Critical Thinking and Design Thinking</p> <p>3.3 Safeguarding innovations - Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights; Trade secrets</p> <p>3.3 Idea generation– Sources-Development of product /idea</p> <p>3.4 Environmental scanning , SWOT analysis and Porters 5 forces.</p> <p>3.5 Creating Entrepreneurial Venture-Entrepreneurship Development Cycle</p> <p>3.6 Business Model Canvas</p> <p>3.7 Critical Risk Contingencies of the proposal, Scheduling and milestones.</p> <p>3.8 Steps involved in starting of Venture: Launching formalities (licensing, registration, GST no and other formalities</p> <p>3.9 Government initiatives to promote entrepreneurship in India: Small and Medium Enterprises Development (MSMED) Act, 2006 (Amended in 2020)</p>	15
IV	<p>Venture Development and New Trends in Entrepreneurship Management</p> <p>4.1 Institutional support to an Entrepreneur</p> <p>4.2 Product/service development: prototype creation, Proof of Concept (POC), testing the market.</p> <p>4.3 Marketing: customer profiling, Channel of Marketing , avenues of marketing (digital and offline) Sales: B2B vs B2C, Customer pitch</p> <p>4.4 Operations: creating SOPs</p>	15

	<p>4.5 Finance: Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</p> <p>4.6 Human Resources: Role of HRD in New venture and managing teams</p> <p>4.7 New trends in entrepreneurship: Digital Nomadism, Subscription based business</p> <p>4.8 Transition from Campus to Entrepreneurial Life: Elevator pitch, Entrepreneur communities</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Concept of Entrepreneurship
2	1	External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal.
3	2	Women Entrepreneurs
4	3	Environmental scanning and SWOT analysis and Porters 5 forces.
5	4	New trends in entrepreneurship: Digital Nomadism, Subscription based business,

Online Resources

1. <https://nptel.ac.in/courses/110/107/110107094/>
2. <https://nptel.ac.in/courses/110/106/110106141/>

References

- Innovation and Entrepreneurship (1985) by Peter F. Drucker
- Angels, Dragons and Vultures (2011) by Simon Acland
- Crossing the Chasm (1991) by Geoffrey A. Moore
- The \$100 Startup (2012) by Chris Guillebeau
- A Dozen Lessons for Entrepreneurs by Tren Griffin
- The Sage handbook of small business and entrepreneurship by Blackburn, Robert A; De Clercq, Dirk; Heinonen, Jarna
- Dream With Your Eyes Open by Ronnie Screwvala by Ronnie Screwvala
- Bhaag by Ganesh V.
- Connect The Dots by Rashmi Bansal
- Dhirubhai Ambani: Against All Odds by A G Krishnamurthy
- Steel King: Lakshmi Mittal by Prateeksha M Tiwary

- Stay Hungry Stay Foolish by Rashmi Bansal
- 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.
- 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.

UC-SMS-316 – Accounting For Managerial Decisions

Learning Outcomes:

- To develop financial analysis skills
- To understand the importance and use of ratio analysis.

Sr No	Units/Modules	No. of Lectures
1	Introduction to Financial Management 1.1 Introduction 1.2 Meaning 1.3 Importance 1.4 Scope and Objectives 1.5 Profit vs Value Maximization	15
2	Vertical Statement 2.1 Study of Balance sheet and Income statement/Revenue statements in vertical form suitable for analysis 2.2 Relationship between items in Balance Sheet and Revenue statement	15
3	Analysis of Financial Statement 3.1 Meaning of financial Statement Analysis, steps, Objective of Analysis. 3.2 Tools of analysis of Financial Statements 3.3 Trend analysis 3.4 Comparative Statement 3.5 Common Size Statement	15
4	Ratio Analysis 4.1 Ratio analysis: Meaning, classification, Du Point Chart, advantages and Limitations. 4.2 Balance Sheet Ratios: I) Current Ratio ii) Liquid Ratio iii) Stock Working Capital Ratio	15

	iv) Proprietary Ratio v) Debt Equity Ratio vi) Capital Gearing Ratio vii) CASA ratio, Provisioning coverage ratio viii) Gross NPA ratio, Net NPA Ratio ix) Capital Adequacy Ratio x) Credit-deposit ratio 4.3 Revenue Statement Ratios: i) Gross Profit Ratio ii) Expenses Ratio iii) Operating Ratio iv) Net Profit Ratio v) Net Operating Profit Ratio vi) Stock Turnover Ratio 4.4 Combined Ratio i) Return on Capital employed (Including Long Term Borrowings) ii) Return on proprietor's Fund (Shareholders Fund and Preference Capital) iii) Return on Equity Capital iv) Dividend Payout Ratio v) Debt Service Ratio vi) Debtors Turnover vii) Creditors Turnover 4.5 Reverse Ratios	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Introduction to Financial Management

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<https://resource.cdn.icai.org/62098bosinp8cp1.pdf>

Reference Books

- Srivastava R M, Essentials of Business Finance, Himalaya Publications
- Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin
- Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.
- Hingorani NL and ramanthan AR - Management Accounting , New Delhi
- Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi

- Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
- Financial Of Management Accounting by S.R.Varshney,Wisdom

UC-SMS-317 - Organizational Behaviour and Human Resource Management

Learning Outcome

- Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- Analyze the complexities associated with management of the group behavior in the organization.
- Students will get a clear understanding of managing the human resources from getting employees on board to developing and retaining them
- Evaluate the developing role of human resources in the global era

Sr No	Units	No. of Lectures
1	<p>Introduction to Organizational Behaviour</p> <p>1.1 Introduction to Organizational Behaviour-Concept and definitions</p> <p>1.2 OB - Interdisciplinary approach</p> <p>1.3 Importance of Organizational Behaviour- OB models– Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB</p> <p>1.4 Values and Cross Cultural Dynamics</p> <p>1.5 Understanding Individual – Emotions, Attitude , Job satisfaction , Perception – concepts and errors, Johari Window</p> <p>1.6 Intelligence Quotient, Emotional Quotient and Spiritual Quotient</p>	15
2	<p>Group Behaviour and Team Behaviour</p> <p>2.1 Group Behaviour Team vs Groups, decision making</p> <p>2.2 Group Behaviour Model: properties of a group</p> <p>2.3 Group processes: effects of groups on the individual, Stages of Group Development, Managing Communication ,</p> <p>2.4 Power and Organizational Politics</p> <p>2.5 Negotiation – Process, Strategies and Crisis negotiation</p> <p>2.6 Transactional analysis – Types of TA, Ego States, Life Positions</p> <p>2.7 Conflict management - Time management strategies.</p> <p>2.8 Learning organization and Knowledge Management</p>	15
3	<p>Introduction to Human Resource Management</p> <p>3.1 HRM-Meaning, scope and functions</p> <p>3.2 HRP-Definition, objectives, importance, Factors affecting HRP, Process of HRP</p> <p>3.3 Recruitment – Process and Sources , Selection – Process and Types of tests, Types of interviews , Induction and socialization, New trends in recruitment and selection</p>	15

	3.4 HRD-Concept ,meaning, objectives , Training and Development types, Management Development Programs,	
4	Human Resource Development concepts 4.1 Performance Appraisal: concept, process, methods and problems, KRA'S 4.2 Compensation-concept, Incentives and Employee benefits. 4.3 Retention strategies , Career planning-concept of career Planning, Succession Planning 4.4 Global Human Resource Management and future issues : Comparison of Global vs Domestic HRM 4.5 Employees attitudes vs expectation : Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing,	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Values and Cross Culture Dynamics , Attitude
2	3	Recruitment and Selection
3	4	Performance Appraisal - concept, process, methods and problems, KRA'S
4	4	Career planning and succession planning

Online Resources

https://youtu.be/laH0JkY9hqs (IIT Roorke)
https://nptel.ac.in/courses/110/105/110105033/
https://nptel.ac.in/courses/122/105/122105020/
https://youtu.be/QuocfX7rQcg (Harvard Business Review)
http://www.digimat.in/nptel/courses/video/110105069/L09.html

Reference Books

- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- Stephen Robbins, Timothy A Judge, Neharika Vohra : Organizational Behaviour, Perarson Eighteenth Edition
- V.S.P Rao :Human Resource Management , Taxmann's 2nd Edition
- K.Aswhappa : Human Resource Management Text and Cases 8th Edition

Part 4 – The Scheme of Teaching and Examination

Semester – IV Summary

Sr. No.	Choice Based Credit System	Subject Code	Remarks
1	Elective Course	UC-SMS(F)-401 UC-SMS(F)-402 UC-SMS (F)-403 UC-SMS(F)-404 UC-SMS(M)-405 UC-SMS(M)-406 UC-SMS (M)-407 UC-SMS(M) -408 UC- SMS(H) -409 UC- SMS(H) -410 UC- SMS(H) -411 UC- SMS(H) -412	Commodities and Derivatives Markets Corporate Restructuring Financial Management Auditing Customer Relationship Management and Rural Marketing Integrated Marketing Communication Event and Social Marketing Tourism Marketing Human Resource Planning and Information System Talent Management Change and Stress Management Conflict and Negotiation
2A	Ability Enhancement Courses (AEC)	UC-SMS-413	Business Research Methods
2B	Skill Enhancement Courses (SEC)	UC-SMS-414	Foundation Course – IV (Ethics and Governance)
3	Course (Management Studies)	UC-SMS-415 UC-SMS-416 UC-SMS-417	Strategic Management Production and Quality Management Indian Economic System

Second Year Semester IV Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week					Credit	S.L.E.	Internals				Total Marks
			Units	S.L.	L	T	P			CT	AP	TA	SEE	
1	UC-SMS(F)-401	Commodities and Derivative markets	4	20%*	4	0	0	3	10	15	5	10	60	100
2	UC-SMS(F)-402	Corporate Restructuring	4	20%*	4	0	0	3	10	15	5	10	60	100
3	UC-SMS(F)-403	Financial Management	4	20%*	4	0	0	3	10	15	5	10	60	100
4	UC-SMS(F)-404	Auditing	4	20%*	4	0	0	3	10	15	5	10	60	100
5	UC-SMS(M)-405	Customer Relationship Management and Rural Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100

6	UC-SMS(M)-406	Integrated Marketing Communication	4	20%*	4	0	0	3	10	15	5	10	60	100
7	UC-SMS(M)407	Event and Social Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
8	UC-SMS(M)408	Tourism Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
9	UC-SMS(H)409	Human Resource Planning and Information System	4	20%*	4	0	0	3	10	15	5	10	60	100
10	UC-SMS(H)410	Talent Management	4	20%*	4	0	0	3	10	15	5	10	60	100
11	UC-SMS(H)411	Change and Stress Management	4	20%*	4	0	0	3	10	15	5	10	60	100

12	UC-SMS(H) 412	Conflict and Negotiation	4	20%*	4	0	0	3	10	15	5	10	60	100
13	UC-SMS-413	Business Research Methods	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-SMS-414	Foundation Course IV (Ethics and Governance)	4	20%*	4	0	0	2	10	15	5	10	60	100
15	UC-SMS-415	Strategic Management	4	20%*	4	0	0	3	10	15	5	10	60	100
16	UC-SMS-416	Production and Quality Management	4	20%*	4	0	0	3	10	15	5	10	60	100
17	UC-SMS-417	Indian Economic System	4	20%*	4	0	0	3	10	15	5	10	60	100
Total Hours /Credit								20**	Total Marks					700

SL: Self Learning , L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

* One to two lectures to be taken for CONTINUOUS self-learning evaluation.

** Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.

Total number of subjects in Semester IV will be seven (7). (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

Second Year Semester – IV Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dit	Total Marks
1	UC-SMS-401(F)	1	Introduction to commodities and Derivatives Market	15	60	3	100 (60+40)
		2	Futures and Hedging	15			
		3	Options and Option pricing Model	15			
		4	Trading ,Clearing and settlement in Derivatives Market and types of Risk	15			
2	UC-SMS-402(F)	1	Corporate Restructuring – Introduction and concepts (Only Theory)	15	60	3	100 (60+40)
		2	Accounting of Internal Reconstruction (Practical and Theory)	15			
		3	Accounting of External Reconstruction (Amalgamation/ mergers/Takeovers/Absorption Practical and Theory)	15			
		4	Impact of Reorganization of the company- An Introduction (Theory)	15			
3	UC-SMS-403(F)	1	Working Capital Management	15	60	3	100 (60+40)
		2	Cash Flow analysis	15			
		3	Leverage	15			
		4	Receivables Management	15			
4	UC-SMS-404(F)	1	Introduction to Auditing	15	60	3	100 (60+40)
		2	Audit Planning , Procedure and Documentation	15			
		3	Auditing Techniques	15			

		4	Internal Audit	15			
5	UC-SMS-405(M)	1	Introduction to Customer Relationship Management	15	60	3	100 (60+40)
		2	Current and future trends in CRM	15			
		3	Rural Marketing -An Introduction	15			
		4	Rural Marketing Strategies	15			
6	UC-SMS-406(M)	1	Introduction to Integrated Marketing Communication	15	60	3	100 (60+40)
		2	Elements of IMC -I	15			
		3	Elements of IMC -II	15			
		4	Evaluation and Ethics in market communication	15			
7	UC-SMS-407(M)	1	Introduction to Events	15	60	3	100 (60+40)
		2	Types of Events, pricing and Sponsorship	15			
		3	Introduction to Social Marketing and CSR	15			
		4	Trends and Challenges in Event and Social Marketing	15			
8	UC-SMS-408(M)	1	Introduction to Tourism Marketing	15	60	3	100 (60+40)
		2	Tourism Market Segmentation & Product Mix of Tourism Marketing	15			
		3	Concept of Pricing , Place, Promotion and expanded marketing Mix for tourism	15			
		4	Global Tourism, Tourism Organisation, and challenges for Indian Tourism Industry	15			
9	UC-SMS-409(H)	1	Overview of Human Resource Planning	15	60	3	100

		2	Job Analysis, Recruitment and Selection	15			(60+40)
		3	HRP Practitioner, Aspects of HRP and Evaluation	15			
		4	Human Resource Information System	15			
10	UC-SMS-410	1	Introduction to Talent Management	15	60	3	100 (60+40)
		2	Talent Management System	15			
		3	Talent Planning, Acquisition, Engagement and Retention.	15			
		4	Recent trends in Talent Management	15			
11	UC-SMS-411	1	Introduction to Change Management	15	60	3	100 (60+40)
		2	Resistance to change and overcoming	15			
		3	Stress: Concepts, sources and consequences	15			
		4	Stress Management	15			
12	UC-SMS-412	1	Overview of Conflict	15	60	3	100 (60+40)
		2	Conflict Management	15			
		3	Overview of Negotiation	15			
		4	Managing Negotiations, Ethics in Negotiation and 3D Negotiation	15			
13	UC-SMS-413	1	Introduction to Research	15	60	3	100 (60+40)
		2	Data Collection and Processing	15			
		3	Data Analysis and Interpretation	15			
		4	Advance Statistical Techniques and Research report	15			
14	UC-SMS-414	1	Introduction to Business Ethics	15	60	2	100 (60+40)
		2	Ethics in Functional Areas of Business	15			
		3	Corporate Governance	15			

		4	Corporate Social Responsibility	15			
15	UC-SMS-415	1	Introduction	15	60	3	100 (60+40)
		2	Strategy Formulation	15			
		3	Strategy Implementation	15			
		4	Strategy Evaluation and Control	15			
16	UC-SMS-416	1	Production Management	15	60	3	100 (60+40)
		2	Material Management and Inventory Management	15			
		3	Basics of Productivity and TQM	15			
		4	Quality Improvement	15			
17	UC-SMS-417	1	Macro Economics Overview of India	15	60	3	100 (60+40)
		2	Agriculture during Post reform period	15			
		3	The Industry and Service sector during post-reform period	15			
		4	Banking and Financial Markets	15			
			Total			20*	700

- **Lecture Duration – 48 Minutes = 0 . 80 Hours. (48 Lectures equivalent to 48 hours)**
- **1 Credit =16 hours**
- **Foundation Course : 1Credit = 18 hours**
 ** Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.
Total number of subjects in Semester IV will be seven (7). (comprising of 2 electives, 3 core, 1 Ability Enhancement course and 1 skill enhancement course)

Part 4-Detailed Scheme

Curriculum Topics along with Self Learning Topics- To be covered through Self learning mode along with the respective Units. Evaluation of self learning topics to be undertaken before the concluding lectures instruction of respective units.

Finance Electives

UC-SMS(F)-401 Commodities and Derivatives Market

Learning Outcomes:

- Students will be able to understand the Commodity and Derivative Markets in detail with its practical implication with its participants.
- Students will understand the regulatory aspect of the Commodity and Derivative markets and the process of investing in the same.
- Students will be able to understand futures and options and the risks associated with them

Sr No	Unit/Modules	No. of Lectures
1	<p>Introduction to Commodity and Derivatives Market</p> <p>1.1 Introduction to Commodity Market : Meaning, History & Origin, Types of Commodities Traded (Agri and Industrial, other services such as electricity), 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.</p> <p>1.2 Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India,</p>	15

2	<p>Futures and Hedging</p> <p>2.1 Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model</p> <p>2.2 Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Importance of an index in hedging</p> <p>2.3 Futures Contract, Perfect & Imperfect Hedge</p> <p>2.4 Difference between Forwards & Futures.</p>	15
3	<p>Options and Option Pricing Models</p> <p>3.1 Options: 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> <p>3.2 Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model</p>	15
4	<p>Trading, Clearing & Settlement In Derivatives Market and Types of Risk</p> <p>4.1 Trading, Clearing & Settlement In Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement, Mechanism – Types of Settlement</p> <p>4.2 Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN Margin</p> <p>4.3 Regulators SEBI, ministry of consumer affairs, ministry of agriculture, warehousing authority</p>	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Introduction of Derivatives
2	Futures and Options
3	Participants of Derivative Market
4	Types of Risk

Online Resources

<https://nptel.ac.in/courses/110/105/110105121/>

<https://nptel.ac.in/courses/110/107/110107128/>

<https://www.youtube.com/watch?v=tYkqwIII4>

<https://www.youtube.com/watch?v=M86YwBWxygI>

References:

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

UC-SMS(F)-402 Corporate Restructuring

Learning Outcomes:

- To develop understanding of causes, methods and types of restructuring.
- To help students analyse the effect post restructuring.

Sr No	Units/Modules	No. of Lectures
1	<p>Corporate Restructuring – Introduction and Concepts (Only Theory)</p> <p>1.1 Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</p> <p>1.2 Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.</p>	15

	1.3 Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale	
2	<p>Accounting of Internal Reconstruction (Practical and theory)</p> <p>2.1 Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions</p> <p>2.2 Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.</p>	15
3	<p>Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and theory)</p> <p>3.1 In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</p> <p>3.2 Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.</p>	15
4	<p>Impact of Reorganization on the Company - An Introduction (Only Theory)</p> <p>4.1 Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People</p> <p>4.2 Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.</p> <p>4.3 Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Corporate Restructuring- Concepts

Online Resources

<https://resource.cdn.icai.org/62228bos50444-cp6.pdf>

<https://ca-final.in/wp-content/uploads/2018/09/Chapter-4-Accounting-for-Corporate-Restructuring.pdf>

<https://www.caclubindia.com/articles/types-of-corporate-restructuring-5649.asp>

<https://www.icsi.edu/media/webmodules/publications/Full%20Book%20of%20PP-CRVI-2014.pdf>

Reference Books

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

UC-SMS(F)-403 Financial Management

Learning Outcomes:

- To develop understanding of Leverages, Management of Working Capital.
- To help students analyse the Cash flow statements.

Sr No	Units/Modules	No. of Lectures
1	Working Capital Management 1.1 Concept, Nature of Working Capital, Planning of Working Capital 1.2 Estimation / Projection of Working Capital Requirement in case of Trading and Manufacturing Organization 1.3 Operating Cycle Practical Problems	15
2	Cash Flow Analysis 2.1 Preparation of Cash Flow Statement with reference to Accounting Standard No .3. (Indirect method only)	15

3	Leverage 3.1 Introduction 3.2 EBIT & EPS Analysis 3.3 Types of Leverages: Operating Leverage, Financial Leverage & Comp Leverage 3.4 Relationship between Operating Leverage and Financial Leverage (Including Practical Problems)	15
4	Receivables management 4.1 Meaning & Importance, Credit Policy Variables, 4.2 Methods of Credit Evaluation (Traditional and Numerical- Credit Scoring) 4.3 Monitoring the Debtors Techniques [DSO, Ageing Schedule]	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	4	Receivables Management

Online Resources

https://cloudcampus.icai.org/page.html?page_id=172

https://cloudcampus.icai.org/page.html?page_id=173

https://cloudcampus.icai.org/page.html?page_id=108

Reference Books

- Srivastava R M, Essentials of Business Finance, Himalaya Publications
- Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin
- Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.
- Hingorani NL and ramanthan AR - Management Accounting , New Delhi
- Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
- Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi

UC-SMS(F)-404 Auditing

Learning Outcome:

- Student will understand auditors' legal liabilities, and be able to apply case law in
- Making a judgment whether auditors might be liable to certain parties;
- Student will understand to describe the various levels of persuasiveness of different
- Types of audit evidence and explain the broad principles of audit sampling techniques;
- Student will understand to discuss the need for an independent or external audit and
- Describe briefly the development of the role of the assurance provider in modern
- business society
- Student will be able describe the quality control procedures necessary to ensure that a
- Competent assurance engagement is performed, and apply professional ethics
- including Code of Conduct to specific scenarios
- Student will explain the internal audit process including the professional standards
- Applicable to the internal audit profession.

Sr No	Units/Modules	No. of Lectures
1	<p>Introduction to Auditing</p> <p>1.1. Basics Financial Statements, Users of Financial Information, Definition of Auditing, Objectives of Auditing - Primary and Secondary, Expression of Opinion, Detection of Frauds and Errors, Inherent Limitations of Audit</p> <p>1.2. Errors and Frauds Concepts, Reasons and Circumstances, Types of Errors - Commission, Omission, Principle and Compensating, Types of Frauds, Risk of Fraud and Error in Audit, Auditor's Duties and Responsibilities in Respect of Fraud</p> <p>1.3. Principles of Audit Integrity, Objectivity, Independence, Confidentiality, Skills and Competence, Materiality and Work Performed by Others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting</p> <p>1.4. Types of Audit Meaning, Advantages and Disadvantages of Balance Sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit, Annual Audit</p> <p>1.5. Miscellaneous</p>	15

	<p>Advantages of Independent Audit, Qualities of Auditors, Auditing Vs Accounting, Auditing Vs Investigation, View the Concept True and Fair</p> <p>SA 200 OVERALL OBJECTIVES OF INDEPENDENT AUDITOR</p> <p>1.6. Accounting Concepts Relevant to Auditing</p> <p>Materiality, Going Concern</p>	
2	<p>Audit Planning, procedure and documentation</p> <p>2.1. Audit Planning Meaning, Objectives, Factors to be Considered, Sources of Obtaining Information, Discussions with Client, Overall Audit Plan, SA 300 AUDIT PLANNING</p> <p>2.2. Audit Programme Meaning, Factors to be Considered, Advantages, Disadvantages, Overcoming Disadvantages, Methods of Work, Instruction before Commencing Works of Audit, Overall Audit Approach</p> <p>2.3. Audit working Papers Meaning, Importance, Factors Determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books SA 230 AUDIT DOCUMENTATION</p> <p>2.4 Audit Notebook Meaning, Structure, Contents, General Information, Current Information and Importance</p>	15
3	<p>Auditing Techniques</p> <p>3.1. Test Check Test Checking Vs Routing Checking, Test Check Meaning, Features, Factors to be Considered, When Test Checks can be Used, Advantages, Disadvantages and Precautions.</p> <p>3.2. Audit Sampling Audit Sampling, Meaning, Purpose, Factors in Determining Sample Size Sampling Risk, Tolerable Error and Expected Error, Methods of Selecting Sample Items Evaluation of Sample Results Auditors Liability in Conducting Audit based on Sample</p>	15

	<p>SA 530 AUDIT SAMPLING</p> <p>3.3. Internal Control Meaning and Purpose, Review of Internal Control, Advantages, Auditors Duties, Review of Internal Control, Inherent Limitations of Internal Control, Internal Control Samples for Sales and Debtors, Purchases and Creditors, Wages and Salaries</p> <p>3.4. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</p>	
4.	<p>Internal Audit</p> <p>4.1. Meaning, Basic Principles of Establishing Internal Audit, Objectives, Evaluation of 4.2. Internal Audit by Statutory Auditor, Usefulness of Internal Audit 4.3. Internal Audit Vs External Audit, Internal Checks Vs Internal Audit</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1&3	Audit evidence and control

Online Resources

<p>https://www.mooc-list.com/course/auditing-ii-practice-auditing-coursera https://cloudcampus.icai.org/page.html?page_id=771 https://cloudcampus.icai.org/page.html?page_id=772</p>
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Reference books:

- A Hand-Book of Practical Auditing by B.N. Tandon, S. Chand and Company, New Delhi
- Fundamentals of Auditing by Kamal Gupta and Ashok Arora, Tata McGraw Hill, New Delhi
- Auditing: Principles and Practice by Ravinder Kumar, Virender Sharma, PHI Learning Pvt. Ltd., New Delhi
- Auditing and Assurance for CA IPCC by Sanjib Kumar Basu, Pearson Education, New Delhi
- Contemporary Auditing by Kamal Gupta, McGraw Hill Education Pvt. Ltd., New Delhi
- Fundamentals of Auditing by Kamal Arora and Ashok Gupta, Tata McGraw Hill, New Delhi

Marketing Electives

UC-SMS-405(M) – Customer Relationship Management and Rural Marketing

Learning Outcomes:

- Students will understand the relevance of building long term relationship with customers and other internal and external stakeholders in business.
- A thorough understanding of the upcoming rural sector for marketing and distribution.
- Knowledge about the extremely viable Bottom of the pyramid.

Sr.No.	Modules/ Units	No. of Lectures
1	Introduction to Customer Relationship Management 1.1 Concept, Objectives, Benefits of CRM to Customers and Organizations, Barriers to CRM 1.2 Components of CRM: Information, Process, Technology and People 1.3 Understanding Customers: Customer Profiling and Total Customer Experience, Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits 1.4 Relationship Marketing and CRM: Relationship Development Strategies 1.5 Effective CRM through Customer Knowledge Management; Customer Interaction Management, Call Centre management 1.6 Measuring Customer life time value-. Customer life cycle Management	15
2	Current and future trends in CRM 2.1 Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy 2.2 CRM Implementation: Choosing the right CRM Solution; Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement	15

	<p>2.3 CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</p> <p>2.4 Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management, Field Force Automation</p> <p>2.5 E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM</p> <p>2.6 Social Networking and CRM</p> <p>2.7 Mobile-CRM</p> <p>2.8 CRM Trends, Challenges and Opportunities</p> <p>2.9 Ethical Issues in CRM</p>	
3	<p>Rural Marketing- Introduction</p> <p>3.1 Introduction to Rural Market, Definition & Scope of Rural Marketing.</p> <p>3.2 Rural Market in India-Size & Scope, Rural development as a core area</p> <p>3.3 Emerging Profile of Rural Markets in India</p> <p>3.4 Constraints in Rural Marketing and Strategies to overcome constraints</p> <p>3.5 Characteristics of Rural Consumers. Comparison between rural and urban consumer</p> <p>3.6 Rural Market Environment: Demographics, Economic Factors, Rural Infrastructure</p> <p>3.7 Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour</p> <p>3.8 As of rural marketing (Awareness, Acceptability, Adaptability and Affordability)</p> <p>3.9 Researching Rural Market</p>	15

4	<p>Rural Marketing Strategies</p> <p>4.1 Relevance of Marketing mix for Rural market/Consumers.</p> <p>4.2 Segmentation, Targeting & Positioning for rural market.</p> <p>4.3 Product Strategies, Rural Product Categories, Nature of Competition in Rural Markets, the problem of Fake Brands</p> <p>4.4 Pricing Strategies & objectives</p> <p>4.5 Distribution Strategies for Rural consumers: Channels of Distribution, Distribution networks, Ideal distribution model for rural markets (Case study based)</p> <p>4.6 Communication and promotion Strategy: Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. (Case study based)</p> <p>4.7 Rural Media- Mass media, Non-Conventional Media, Personalized media.</p> <p>4.8 Case Studies of FMCG, Consumer durables and Banking with respect to rural marketing.</p>	15
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Self-Learning topics (Unit wise)

Unit	Topics
1	1.4 Relationship Marketing and CRM: Relationship Development Strategies
2	2.5 Social Networking and CRM
3	3.5 Characteristics of Rural Consumers. Comparison between rural and urban consumer
4	4.5 Rural Media- Mass media, Non-Conventional Media, Personalized media.

Online Resources

<https://nptel.ac.in/courses/110/105/110105145/>

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

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

Reference Books:

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

UC-SMS-406(M) – Integrated Marketing Communication

Learning Outcomes:

- To examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- To enable students to choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.

- To develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Sr .No.	Modules/ Units	No. of Lectures
1	<p>Introduction to Integrated Marketing Communication</p> <p>1.1 Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</p> <p>1.2 Promotional Tools for IMC, IMC planning process,</p> <p>1.3 Communication process</p> <p>1.4 Establishing objectives and Budgeting: Determining Promotional Objectives, AIDA, DAGMAR, Problems in setting objectives</p>	15
2	<p>Elements of IMC – I</p> <p>2.1 Sales promotion and Direct marketing – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, Role of direct marketing in IMC, Objectives of Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media</p> <p>2.2 Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR, In house PR, PR Consultancy, Publicity</p> <p>2.3 Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</p>	15
3	<p>Elements of IMC – II</p> <p>3.1 Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</p> <p>3.2 Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</p> <p>3.3 Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</p>	15
4	<p>Evaluation & Ethics in Marketing Communication</p> <p>4.1 Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking and Copy testing</p> <p>4.11 Online evaluation: Click through Matrix Response cards, Redemption Rate, Internet Responses, QR Codes and Social Media</p>	15

	4.12 Respondent Behaviour Evaluation: POPAI, Toll free numbers, Test Markets –Purchase simulation tests 4.13 Ethics in Marketing – stereotyping, targeting vulnerable customers, offensive brand messages Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices Case Studies of Leading Brands	
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Self-Learning topics (Unit wise)

Sr. No.	Topics
1	1.1 Reasons for growth of IMC
2	2.3 Personal selling - definition, features, stages and qualities required for personal seller
3	3.3 Current trends in IMC - Internet Marketing tools, Social Media tool
4	4.4 Ethics in Marketing

Online Resources

Unit	Topics
1	https://nptel.ac.in/courses/110/108/110108141/
2	https://nptel.ac.in/courses/110/105/110105122/
3	https://nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg61/
4	https://nptel.ac.in/courses/110/107/110107147/

Reference Books:

Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill Reference Books:

Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press

Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill

Advertising Management, Aakar, Batra and Myers, Prentice 4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel

Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson

Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

Foundations of Advertising, Chynawalla&Sethia, HPH,

Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007.

Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.

Advertising Basics, Vilanilam, Varghese, Response BOOKS, 2007

Advertising, Sangeeta Sharma &Raghuvir Singh, PHI, 2006.

UC-SMS-407(M) – Event and Social Marketing

Learning Outcomes:

- Knowledge about categories of Events and their roles in promotion.
- Understanding of the concept of social marketing, compare and contrast marketing in a profit-oriented corporate and a nonprofit social environment.

Sr .No.	Modules/ Units	No. of Lectures
1	<p>Introduction to Events</p> <p>1.1 Definition and Meaning of Event Marketing Advantages of Event Marketing</p> <p>1.2 5 C’s of Events- Conceptualization, costing, canvassing, customization, carrying-out</p> <p>1.3 Event Designing; Reach; Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.</p> <p>1.4 Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events</p> <p>1.5 Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media</p>	15
2	<p>Types of Events, Pricing and Sponsorship</p> <p>2.1 Types of Events</p>	15

	<p>2.2 Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented;</p> <p>2.3 Risk Rating, Setting Pricing Objectives, pricing decisions</p> <p>2.4 Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship.</p> <p>2.5 Feedback in Events</p>	
3	<p>Introduction to Social Marketing and CSR</p> <p>3.1 Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing.</p> <p>3.2 Social Marketing Plan, Segmentation, Targeting & Positioning</p> <p>3.3 Social Marketing Mix</p> <ul style="list-style-type: none"> • Product: Social Product, Social Product Branding Decision. • Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies. • Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel • Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel. <p>3.4 Not for Profit Organization (NPO, NGO, Voluntary Organization, Third Sector</p>	15
4	<p>Trends and Challenges in Event and Social Marketing</p> <p>4.1 Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.</p> <p>4.2 Case Studies of Major NGO and Social Cause</p> <p>4.3 Ethics in Social Marketing</p> <p>4.4 E-events and Virtual Events</p> <p>4.5 Safety and Crisis Management of Events</p>	15

	4.6 Growth of Events and Social Marketing	
	4.7 Career in Events and Social Marketing	

Self-Learning topics (Unit wise)

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

Online Resources:

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

Reference Books:

- Preston C.A., “Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions”, Wiley, Second Edition, 2015
- Gaur Sanjaya Singh and Sanjay V Saggere, “Event Marketing and Management”, Vikas Publishing House Pvt. Ltd. , 2003
- Sharma Diwakar, “Event Planning & Management”, Deep and Deep Publications Pvt. Ltd., 2005
- Hoyle Leonard H., “Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions”, Wiley, 2009

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

UC-SMS(M)-408 Tourism Marketing

Learning Outcomes

- Define and understand the usage of marketing mix with respect to Tourism Industry
- Understand the importance and use of public relations
- Define competition analysis and positioning strategies of Tourism Marketing
- Better understanding of Global Tourism and its challenges

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

	Modes of Reservation, Ticketing Procedure	
3	<p>Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism Marketing</p> <p>3.1 Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies</p> <p>3.2 Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide.</p> <p>3.3 Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales Promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism</p> <p>3.4 People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process.</p> <p>3.5 Process: Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting</p> <p>3.6 Physical Evidence for Tourism</p>	15
4	<p>Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry</p> <p>4.1 Global Tourism Market: Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries.</p> <p>4.2 Status of tourism in developing countries.</p> <p>4.3 India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign</p> <p>4.4 Challenges for Indian Tourism Industry</p> <p>4.5 Tourism Organizations: International: United Nations World Trade Organization (UNWTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA)</p> <p>National: Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation.</p> <p>Travel Treaties and Global Understanding: Chicago Convention, Freedom of Air</p>	15

Self-Learning topics (Unit wise):

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

Online Resources

http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001827/P001853/M031442/ET/152808671214.7Q1.pdf

https://nios.ac.in/media/documents/tourism_337_courseE/337_Tourism_Eng/337_Tourism_Eng_L13.pdf

https://nios.ac.in/media/documents/tourism_337_courseE/337_Tourism_Eng/337_Tourism_Eng_L19.pdf

References

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- Bhatia A.K. (2006), International Tourism Management, Sterling Publishers, Mumbai.
- Ray Nilanjan, et.al.,(2018), Tourism Marketing: A strategic approach, Apple Academic Press, Canada,
- Philip T. Kotler , John T. Bowen , James Makens , Seyhmus Baloglu, (1996, reprint 2016), Marketing for Hospitality and Tourism,Pearson.
- Mohinder Chand Dhiman , Vinay Chauhan (2019), Handbook of Research on International Travel Agency and Tour Operation Management, IGI Global.
- Walker J. R. and Walker, J. T. Tourism Concept and Practices. Noida, India: Dorling Kindersley Pvt., Ltd, 2011.
- S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011
Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010\
- Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014
- Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005
- M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005
Alan A. Lew, A companion to tourism, Blackwell Publishing
- Krishnan K Kamra, Tourism: An Overview

Human Resource Management Electives

UC-SMS (H)-409 Human Resource Planning and Information System

Learning Outcomes:

- It will make students learn Importance of Human resource Planning.
- It will help students learn methods of demand and supply forecasting of Human Resource in the organisation.
- Students will learn how good HRP strategy in place can improve the productivity and profitability of any organisation.
- Students will learn how to implement changes in the organisation through job design, redesign and restructuring.
- Students will learn concept of Human Resource Information system and its application in the other functions of HRM.

Sr No	Units/ Modules	No. of lectures
1	Overview of Human Resource Planning (HRP) 1.1 Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. 1.2 Process of HRP- at sub-unit and organizational (Macro and Micro) level,(HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables 1.3 Barriers in Effective Implementation of HRP and Ways to Overcome Them. 1.4 Strategic Human Resource Planning –Meaning and Objectives. • Link between Strategic Planning and HRP through Technology. Concepts, HR planning as a strategic process—employees as resources—goal attainment, linking HR processes to strategy, involvement in strategic planning process	15
2	Job Analysis, Recruitment and Selection 2.1 Job Analysis-Meaning, Features and Advantages 2.2 Job Design: Concept, Issues. Competency Based Approach HR Forecasting 2.3 Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention-Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff Meaning, Reasons.	15

	<p>2.4 Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection. • Employee Selection Tests: Meaning, Advantages and Limitations.</p> <p>2.5 Human Resource Audit: Meaning, Need, Objectives, Process</p>	
3	<p>HRP Practitioner, Aspects of HRP and Evaluation:</p> <p>3.1 HRP Practitioner: Meaning, Role. • HRP Management Process: Establish HRP Department Goals and Objectives, Creating HRP Department Structure, Staffing the HRP Department, Issuing Orders , Resolving Conflicts ,Communicating , Planning for Needed Resources</p> <p>3.2 Return on Investment in HRP- Meaning and Importance.</p> <p>3.3 HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation.</p> <p>3.4 Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.</p> <p>Outsourcing: HR functions outsourced, rationale for outsourcing, impact of outsourcing on manpower needs</p>	15
4	<p>Human Resource Information Systems</p> <p>4.1 Data Information Needs for HR Manager – Contents and Usage of Data.</p> <p>4.2 HRIS-Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS.</p> <p>4.3 Security Issues in Human Resource Information Systems. HRIS for HRP</p> <p>4.4 Trends in Human resource Management Software</p>	15

Self Learning Topics (unit wise)

S.No.	Unit	Topic
1	1	HRM Vs HRP
2	1	Factors affecting HRP
3	2	Relation between HRP, Recruitment & selection
4	4	HRIS Latest Trends

Online Resources

<https://www.youtube.com/watch?v=wcP976S8DsM> (Overview of Human Resource Planning)

https://www.youtube.com/watch?v=S_1FyWMYBoo (Analysing and Designing the job Part 1)

<https://www.youtube.com/watch?v=ADmuSKUJfRE> (Analysisng and designing the job part 2)

<https://www.youtube.com/watch?v=5Atny7roH3I&t=163s> (HRIS)

<https://www.comparehris.com/hris-technology-trends-and-next-generation-needs/> (Latest HRIS trends)

<https://www.predictiveanalyticstoday.com/ten-trends-in-human-resource-management-software/> (Top 10 trends in HRIS)

Reference Books

- Strategic Human Resource Planning Belcourt, Monica / McBey, Kenneth. Thomson Nelson – 2000
- Planning and Managing Human Resources, 2nd e Rothwell, William J./ Kazanas, H. C. HRD Press – 2002
- Managing Human Resources , Cascio, Wayne F. Irwin/Mc Graw Hill – 1998
- Costing Human Resources, 4th e Cascio Wayne F. World Executive Digest, October 1985,pp 35-54 South-Western College Pub - 1999
- The Handbook of human resource planning Gordon Mc Beath,. Oxford: Blackwell, 1999
- Human Resource Planning ,Deepak Bhattacharya

UC-SMS (H)-410 - Talent Management

Learning Outcome

- Students learn skills and knowledge required to successfully implement an effective talent management system
- Better understanding of acquiring , engaging and retaining talent.
- Relationship of Talent Management contributing to the sustainable competitive advantage of an Organization.

Sr No	Unit /Modules	No. of lectures
1	Introduction to Talent Management 1.1Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management Benefits and Limitations of Talent Management 1.2 Principles of Talent Management , Source of Talent Management 1.3 Talent Gap – Meaning, Strategies to Fill Gaps Iceberg model, The Talent Value Chain 1.4 Role of HR in Talent Management , Role of Talent Management in building Sustainable Competitive Advantage to an Organization	15

	1.5 Consequences of Failure in Managing Talent, Tools for Managing Talent	
2	<p>Talent Management System</p> <p>2.1 Talent Management System Meaning, Key Elements of Talent Management System , Critical Success Factors to Create Talent Management System , Building Blocks for Talent Management</p> <p>2.2 Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process</p> <p>2.3 Approaches to Talent Management, Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies , Talent Management and Succession Planning</p>	15
3	<p>Talent Planning, Acquisition, Engagement and Retention</p> <p>3.1 Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership</p> <p>3.2 Talent Acquisition: Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions</p> <p>3.3 Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention</p>	15
4	<p>Recent trends in Talent Management</p> <p>4.1 Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy</p> <p>4.2 Contemporary Talent Management Issues, Talent Management Challenges , Current Trends in Talent Management , Best Practices of Talent Management</p> <p>4.3 Ethical and Legal Obligations Associated with Talent Management , Talent Management in India</p>	15

	Examples and Cases Studies of the Organization with best talent management practices	
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Self-Learning : -

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

Online Resources

<https://nptel.ac.in/courses/110/107/110107152/>

https://www.youtube.com/watch?v=wnknktQr_S8 (IIM Ahmedabad Conference)

Reference Books

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

UC-SMS (H)-411 Change and Stress Management

Learning Outcome

- Student would learn effective strategies, plans and techniques to deal with stress
- Better Stress management in daily lives and organization leading high levels of performance.
- Better understanding of change resistance and ways to handle it.

Sr No	Units/Modules	No. of lectures
1	Introduction to Change Management 1.1 Imperatives of changes, Causes-social, economic, technological and organizational & levels of change. 1.2 Organizational culture & change, Types & Models of change –Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model	15

	<p>1.3 Change & its implementation.– individual change : concept, need, importance & risk of not having individual perspective.</p> <p>1.4 Resistance to change & sources of individual resistance, sources of organizational resistance</p>	
2	<p>Resistance to Change and Overcoming</p> <p>2.1 Overcoming Resistance to change – Manifestations of resistance, Six box model , Minimizing RTC.</p> <p>2.2 OD Interventions to overcome change-meaning and importance , Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress</p> <p>2.3 Effective implementation of change–change agents and effective change programs.</p> <p>2.4 Systematic approach to change, client & consultant relationship</p> <p>2.5 Classic skills for leaders</p> <p>Case study on smart change leaders, caselets on Action</p>	15
3	<p>Stress : Concept, Sources and Consequences</p> <p>3.1 Stress – concept, features, types of stress , Relation between Stressors and Stress</p> <p>3.2 Potential Sources of Stress – Environmental, Organizational and Individual</p> <p>3.3 Consequences of Stress – Physiological, Psychological and Behavioural Symptoms</p> <p>3.4 Stress at work place – Meaning, Reasons, Impact of Stress on Performance , Work Stress Model , Burnout – Concept , Stress v/s Burnout , Anxiety, Trauma</p>	15
4	<p>Stress Management</p> <p>4.1 Managing Stress at Individual level , Role of Organization in Managing Stress/ Stress Management Techniques</p> <p>4.2 Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented.</p> <p>4.3 Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education.</p> <p>4.4 Stress management interventions: primary, secondary, tertiary. Meditation – Meaning, Importance , Role of</p>	15

	Pranayama, Mantras, Nutrition, Music, Non-violence in stress control 4.5 Eustress – Concept, Factors affecting Eustress • Stress Management Therapy - Concept, Benefits • Stress 4.6 Counselling - Concept and types 4.7 Stress and New Technology , Stress Audit Process , Assessment of Stress - Tools and Methods , Future of Stress Management Case studies and Examples of Organizational initiatives on managing stress during crisis	
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Self-Learning : -

1.1 Imperatives of Change
1.4 Resistance to Change
3.1 Stress – concept, features, types of stress
4.1 Managing stress

<https://nptel.ac.in/courses/110/105/110105120/>

<https://nptel.ac.in/courses/110/107/110107152/>

<https://nptel.ac.in/courses/121/105/121105009/>

Stress Management and approaches for preventing and reducing stress : A Harvard medical school health report

Reference Books

- Jeffery A Kotter, David.D. Chen, Stress Management and Prevention , Second Edition
Routledge Taylor and Francis Group
- Organisational Behaviour: Fred Luthans: Mc Graw Hill
- Organisational Behaviour : Robbins, Stephen: Pearson
- Organisational Development by French and Bell
- An experiential approach to O.D. by Harvey and Brown
- Consultants and Consulting Styles by Dharani Sinha P.
- Kavita Singh- Organization change
- S.K. Bhatia- Organisational Change
- K.Ashwathapa- Management & OB, HRM

UC-SMS (H)-412 – Conflict and Negotiation

Learning Outcome

- Identifying the types of conflict management styles and its outcome
- Define, analyze and understand the key practical and theoretical concepts of managing and resolving conflict
- Apply theoretical and practical components of negotiation and mediation
- Relevance of culture and ethics in the negotiation

Sr No	Units/Modules	No. of Lectures
1	<p>Overview of Conflict</p> <p>1.1 Meaning of Conflict, Nature, Transitions in Conflict Thought – Traditional View, Human Relations View, Interactionist View. Functional and Dysfunctional Conflict, Levels of Conflicts, Process of Conflicts.</p> <p>1.2 Meaning of Industrial/ Organizational Conflict, Causes, Benefits and Limitations of Conflicts to the Organization.</p> <p>1.3 Conflict Outcomes - win-lose, lose-lose, compromise, win-win.</p> <p>1.4 Five belief domains of Conflicts – Superiority, Injustice, Vulnerability, Distrust, Helplessness</p>	15
2	<p>Conflict Management</p> <p>2.1 Meaning of Conflict management, Need and Importance of Conflict management</p> <p>2.2 Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, Collaborative. Strategies for resolving conflicts at – Intra-personal, Inter-personal, Intragroup and Inter group levels.</p> <p>2.3 Prevention of Industrial Conflicts – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining.</p> <p>2.4 Settlement of Conflicts – Investigation, Mediator, Conciliation, Voluntary arbitration, compulsory arbitration, labour courts, industrial tribunals, national tribunals</p> <p>Case Studies on Conflict Management</p>	15
3	<p>Overview of Negotiation</p> <p>3.1 Negotiation - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation</p> <p>3.2 Role of Communication, Personality and Emotions in Negotiation. Distributive and Integrative Negotiation (concepts)</p> <p>3.3 Cross-Cultural Negotiation – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation.</p> <p>3.4 Types of Negotiations in Corporates/ Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations</p> <p>3.5 International Negotiations - Meaning, Factors affecting negotiation</p>	15

4	Managing Negotiations, Ethics in Negotiation and 3D Negotiation 4.1 Third Party Negotiation <ol style="list-style-type: none"> i. Mediation - Meaning, Role of Mediator ii. Arbitration – Meaning, Role of Arbitrator iii. Conciliation – Meaning, Role of Conciliator iv. Consultation – Meaning, Role of Consultant 4.2 Skills for Effective Negotiation Negotiation as an Approach to Manage Conflicts 4.3 Ethics in Negotiation – Meaning, Need, Ethically Ambiguous Negotiation Tactics 4.4 Culture and Negotiation – Meaning, Influence of culture on negotiations 4.5 3D Negotiation – Meaning, The 3 Dimensions for successful negotiations Case studies on Third Party Negotiation	15
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Self-Learning topics (Unit wise):

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

Online Resources

https://youtu.be/wYb_PKTawE4 (IIT KHARAGPUR)

<https://youtu.be/KXTi6S-pLa8> (IIT KHARAGPUR)

<https://hbr.org/video/4773888299001/negotiating-across-cultures> (Harvard Business Review)

Reference Books

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

UC-SMS (H)-413-Business Research Methods

Learning Outcomes

- Learners are expected to demonstrate an understanding of research methodologies.
- Identify the overall process of designing a research study from its inception to the report stage.
- Imbibe data collection, analysis, interpretation and presentation skills at par with globally accepted standards.
- It provides a solid foundation for development of rational problem solving skills and analytical thinking that can last throughout their education and subsequent professional careers.

Sr No	Units/Modules	No. of Lectures
1	<p>Introduction to Research</p> <p>1.1 Foundation of Research: Meaning, Objectives , Motivation and Utility of Research, deductive and inductive theory. research– Understanding the language of research – Concept, Construct, Definition, Variable</p> <p>1.2 Research Process, Characteristics of Good Research.</p> <p>1.3 Problem Identification & Formulation – Research Question – Investigation Question – Measurement Issues</p> <p>1.4 Hypothesis: Meaning, Nature, Significance, Types and Sources.</p> <p>1.5 Research Design: Concept and Importance in Research – Features and Essentials of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variable</p> <p>1.6 Sampling: Meaning of Sample and Sampling, Methods of Sampling, Non- Probability Sampling, Convenient, Judgement, Quota, Snow Ball, Probability, Simple Random, Stratified, Cluster, Multi-stage</p>	15
2	<p>Data Collection and Processing</p> <p>2.1 Types of Data and Sources: Primary and Secondary Data Sources.</p> <p>2.2 Collection of Primary Data, Collection of Data through questionnaire and Schedules, other Observation Interview Methods, Collection of Secondary Data, Selection of appropriate method for data collection, Case Study, Focus Group Discussion, Techniques of developing research tools, viz. Questionnaire and rating scales etc. Reliability and validity of Research tools.</p> <p>2.3 Methods of Collection of Primary data-</p> <p>Observation: Structured and Unstructured, Disguised and Undisguised, mechanical observations(use of gadgets)</p> <p>Experimental : Field, laboratory.</p> <p>Interview : Personal interview, focused group, in-depth interview methods.</p> <p>Survey : Telephonic Survey, Mail, E-mail, internet survey, Social Media and Media listening.</p> <p>Survey Instrument: Questionnaire designing- Types of questions: Structured/close ended and unstructured/open ended, Dichotomous,</p>	15

	Multiple Choice Questions: Scaling Techniques: Likert Scale, Semantic Differential Scale	
3	<p>Data Analysis and Interpretation</p> <p>3.1 Processing of Data: Meaning and Essentials of – Editing, Coding, Tabulation</p> <p>3.2 Analysis of Data : Meaning, Purposes, Types.</p> <p>3.3 Interpretation of Data : Essentials, Importance, Significance and Descriptive Analysis.</p> <p>3.4 Testing of Hypothesis: One Sample, T-Test, ANOVA, F-Test, Chi-Square and Paired Sample Test.</p>	15
4	<p>Advanced Statistical Techniques and Research Report</p> <p>4.1 Introduction: Characteristics and Application of Correlation and Regression Analysis, Factor Analysis, Cluster Analysis, Discriminant Analysis, Multi-Dimensional Scaling.</p> <p>4.2 Report Writing: Meaning and techniques of interpretation.</p> <p>4.3 Research Report Writing: Importance, Essentials, Structure/layout, Types.</p> <p>4.4 Review of related literature its implications at various stages of research. (Formulation of research problem, hypothesis, interpretation and discussion of results). Major findings, Conclusions and suggestions. Citation of references and Bibliography</p>	15

Self-Learning topics (Unit wise):

Sr. No	Sub Unit	Topic
1	1.1	Objectives of Research
2	2.3	Factors affecting the choice of method of data collection
3	3.1	Data Processing
4	4.3	Importance of Research Report writing

Online Resources

https://onlinecourses.nptel.ac.in/noc21_mg11/preview

Marketing Research and Analysis-II By Prof. J. K. Nayak | IIT Roorkee

References:

- Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
- Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
- Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
- Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
- Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
- Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
- SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
- Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
- Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
- Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
- Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
- Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York
- Research and Methodology in Accounting and Financial Management, J.K Courtis
- Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
- Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
- Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009
- Mayan, M. J. (2016). Essentials of Qualitative Inquiry. Routledge. (Chapter 1, Introduction to Qualitative Inquiry, Chapter 4, Research Question and Sampling).
- Mickez, R. (2012). Interviewing Elites: Addressing Methodological Issues. Qualitative Inquiry 18: 482- 493.

UC-SMS 414- Foundation Course - IV (Ethics and Governance)

Learning Outcome

- Create and address relevance of social responsibility to the students
- Making students understand the good corporate governance and its importance
- Students understand the global challenges in business ethics.

Sr No	Units/Modules	No. of lectures
1	Introduction to Business Ethics	15

	<p>1.1 Business Ethics: Meaning, Concept of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics</p> <p>1.2 Objectives, Scope, Types – Transactional, Participatory and Recognition</p> <p>1.3 Business Ethics:, Purpose Indian Ethos, Ethics and Values</p> <p>1.4 Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences</p> <p>1.5 Global Challenges in Business Ethics</p>	
2	<p>Ethics in Functional areas of Business</p> <p>2.1 Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements</p> <p>2.2 Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organized Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992</p> <p>2.3 Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership ,</p> <p>2.4 Ethics in Production</p> <p>2.5 Ethics in Information Technology, Copyrights and Patents</p> <p>Examples of Organization following ethical business practices</p>	15
3	<p>Corporate Governance</p> <p>3.1 Concept, History of Corporate Governance in India, Need for Corporate Governance</p> <p>3.2 Principles of Corporate Governance, Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences.</p> <p>3.3 Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</p> <p>3.4 Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</p> <p>3.5 Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards , Whistle Blowing, Related Party Transactions.</p> <p>Case studies of companies with poor corporate governance and consequences faced by them</p>	15

4	<p>Corporate Social Responsibility</p> <p>4.1 Meaning of CSR, Evolution of CSR, Need for CSR</p> <p>4.2 Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • CSR Principles and Strategies • Issues in CSR • Social Accounting • Tata Group’s CSR Rating Framework</p> <p>4.3 Types of Social Responsibility CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</p> <p>4.4 Ethical Issues in International Business Practices CSR and Indian Corporations- Legal Provisions and Specification on CSR, A Score Card, Future of CSR in India, Recent changes in CSR</p> <p>4.5 Role of NGO’s and International Agencies in CSR, Integrating CSR into Business</p> <p>Case studies on CSR</p>	15
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Self-Learning : -

1.5 Global Challenges in Business Ethics
3.1 Concept, History of Corporate Governance in India, Need for Corporate Governance
3.2 Principles of Corporate Governance, Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences
4.1 Meaning of CSR, Evolution of CSR, Need for CSR

Online Resources

https://nptel.ac.in/courses/110/105/110105079/ Business Ethics and challenges
https://www.digimat.in/nptel/courses/video/110105081/L42.html Corporate Governance
https://nptel.ac.in/courses/110/105/110105081/ Meaning of CSR, Evolution of CSR, Need for CSR

Reference Books

- Subramanian, R. (2013). Professional Ethics. Oxford Higher Education.
- Bhatia S.K. (2002). Business Ethics, New Delhi: Deep and Deep Publications.
- Valesquez (2004). Business Ethics: Concepts and Cases, New Delhi: PHI
- Crane, Andrew and Matten, Dirk. (2007). Business Ethics. New Delhi: Oxford University Press

- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.
- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi
- R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi

UC-SMS-415– Strategic Management

Learning Outcomes:

- Understand the relationship between strategic analysis and strategic implementation
- Comprehend the distinction between firms and markets
- Apply strategy principles to understand the benefits and costs of diversification
- Understand the international dimensions of strategic management
- Study the major contemporary trends in strategic management

Sr No.	Modules/ Units	No. of Lectures
1	Introduction 1.1 Strategy-Meaning, Definition 1.2 Strategic Management-Meaning, Definition, Importance, Strategic management 1.3 Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) 1.4 Strategic Intent-Mission, Vision, Goals, Objective, Plans 1.5 Core Competencies of Business and Competitive Advantage 1.6 Strategic Choice- Factors and Importance 1.7 Blue Ocean Strategy and Value Innovation, Red Ocean Strategy , Purple Ocean Strategy	15
2	Strategy Formulation 2.1 Environment Analysis and Scanning(SWOT) 2.2 Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) 2.3 Business Level Strategy(Cost Leadership, Differentiation, Focus) 2.4 Functional Level Strategy(R&D, HR, Finance, Marketing, Production)	15

3	Strategy Implementation 3.1 Models of Strategy making. 3.2 Strategic Analysis & Choices & Implementation: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Framework 3.3 Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioral, Functional level. 3.4 Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning	15
4	Strategic Evaluation & Control 4.1 Meaning, Steps of Evaluation & Techniques of Control Difference Between Strategic Control and Operational Control 4.2 Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. 4.3 Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organizational Culture and its Significance, Organizational Development and Change Management Strategic management in a new globalised economy	15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.2 Strategic Management-Meaning, Definition, Importance, Strategic management
2	2.1 Environment Analysis and Scanning (SWOT)
3	3.4 Business Continuity Plan: Introduction,
4	4.3 Organizational Development and Change Management

Online Resources

<https://nptel.ac.in/courses/110/108/110108047/>

https://www.youtube.com/watch?v=EQUGBQ-W_o8 (IIT Kharagpur)

<https://www.youtube.com/watch?v=tzU3b4d5hbc> (IIT Madras)

<https://nptel.ac.in/courses/110/101/110101146/>

Reference Books:

- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6thed.), John Wiley.
- Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases, (8th ed.). Wiley.
- Porter, M. E. (2004). Competitive strategy. New York: Simon & Schuster.
- Porter, M. E. (1998). Competitive advantage of nations. London: Macmillan Press
- Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of Innovation: Driving co-created value through global networks. New York: McGraw Hill.
- Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
- P.K. Ghosh : Business Policy , Strategy , Planning and Management
- Christensen , Andrews Dower: Business Policy- Text and Cases
- William F. Gkycj : Business Policy – Strategy Formation and Management Action
- Bongee and Colonan : Concept of Corporate Strategy.

UC-SMS-416 – Production and Quality Management

Learning Outcomes:

- Learners will become aware of the importance of Production and Quality Management in the sustainable working of an organization.
- Learners will be able to enhance knowledge of Inventory Management and Purchase techniques.
- Learners will be equipped with knowledge of Six Sigma, Lean Thinking and TQM.

Sr No	Modules/ Units	No. of Lectures
1	Production Management 1.1 Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. Responsibilities of a Production Manager 1.2 Product Development, Classification and Product Design. 1.3 Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. 1.4 Importance of purchase management.	15

2	<p>Materials Management and Inventory Management:</p> <p>2.1 Concept, Objectives and importance of materials management</p> <p>2.2 Forecasting- Concept and Importance</p> <p>2.3 Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML.</p> <p>2.4 Concept of Stores Management: The Functions of Stores Management</p> <p>2.4 Economic Order Quantity: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.</p>	15
3	<p>Basics Of Productivity &TQM:</p> <p>3.1 Concepts of Productivity, modes of calculating productivity. Simple numerical on productivity</p> <p>3.2 Importance Of Quality Management, factors affecting quality; Quality of the Process</p> <p>3.3 Product & Service Quality Dimensions</p> <p>3.4 Cost of Quality, Juran Quality Trilogy Edward Deming's 14 principles, P. Crosby's philosophy - Quality is free. SERVQUAL</p> <p>3.5 Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations.</p>	15
4	<p>Quality Improvement Strategies &Certifications:</p> <p>4.1 Lean Thinking, Just in Time</p> <p>4.2 TQM– concept and importance,</p> <p>4.3 Six Sigma features, Enablers, Goals, DMAIC/DMADV.</p> <p>4.4 ISO 9000, ISO 1400, QS9000.</p> <p>4.5 Using Production and Quality Management as competitive strategies</p>	15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.3 Plant location
2	2.3 Inventory Management: Importance
3	3.4 Edward Deming's 14 principles, P. Crosby's philosophy - Quality is free.
4	4.4 ISO 9000,ISO 1400, QS9000.

Online Resources

<https://nptel.ac.in/courses/110/107/110107141/>

<https://nptel.ac.in/courses/110/101/110101010/>

Reference Books:

- Production and Operations Management by Everette E. Adam, Jr. Ronald J. Ebert; Publisher: Prentice-Hall of India
- Production and Operations Management by N.G. Nair; Publisher: Tata Mc. Graw Hill
- Production and Operations Management by Panneerselvam R; Publisher: Prentice-Hall of India
- Operations Management by Shafer Scott M; Publisher: John Wiley
- Succeeding in Project-Driven Organizations by Knutson Joan; Publisher: John Wiley
- Mitra Amitava., Fundamentals of Quality Control and Improvement, Prentice Hall, 3rd Edition, 2008.
- Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2004.
- D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, 5th Edition, John Wiley & Sons, 2010.
- R. Johnston, G. Clark, Service Operations Management- Improving service delivery, 3rd Edition, Prentice Hall, 2008.
- W Edwards Deming, Out of Crisis, MIT Press, 2000.
- W Edwards Deming, Quality Productivity and Competitive Position, MIT Press, 1982.
- Philip B Crosby, Quality Is Free: The Art of Making Quality Certain, Mentor, 1979.
- Philip B Crosby, Quality Without Tears: The Art of Hassle-Free Management, McGraw-Hill; 1 edition, 1995.
- D A Garvin (1984), What does Product Quality Really Means. Sloan Management Review, 25-43.
- Parasuraman, A., Valarie A. Z., and Berry L.L. (1985), A Conceptual Model of Service Quality and Its Implications for Future Research," Journal of Marketing, Vol 49, pp.41-50.
- Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry (1988), SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality, Journal of Retailing, Vol.64 ,pp. 12-40.
- Zeithaml, V A. , Leonard L. Berry, and A. Parasuraman (1991), The Nature and Determinants of Customer Expectations of Service ,Journal of the Academy of Marketing Science, Vol. 21, No. 1, pp, 1-12.
- Johnston, R, (1999) Service transaction analysis: assessing and improving the customer's experience, Managing Service Quality, Vol. 9, No.: 2, pp.102 – 109.

UC-SMS-417 – Indian Economic System

Learning Outcomes

- Develop ideas of the basic characteristics of Indian economy and its potential.
- Understand Indian agriculture and analyze the progress and changing nature of agricultural sector and its contribution to the Economy as a whole.
- Understand the basic features of Service Led Growth In India and the Sustainability aspects
- Evaluating trends In Indian Monetary Policy and Financial Markets.

Sr No	Units/Modules	No. of Lectures
1	<p>Macro Economic Overview of India</p> <p>1.1 Overview of New Economic Policy 1991 : Role of Social Infrastructure with reference to Education, Health and Family Welfare. India’s human development record in the global perspective.</p> <p>1.2 Sustainable Development Goals and Policy Measures : Make in India, Invest in India, and Skill Development and Training Programmes.</p> <p>1.3 Foreign Investment Policy Measures in India : Foreign Investment Promotion Board, FDI-MNCs and their Role.</p> <p>1.4 Overview of New Education Policy and its Implication</p>	15
2	<p>Agriculture During Post Reform Period</p> <p>2.1. National Agricultural Policy 2000 : Objectives, Features</p> <p>2.2. Agricultural Pricing and Agricultural Finance</p> <p>2.3. Agricultural Environments - Recent Developments Marketing Development Agricultural Market Infrastructure - Market Information - Marketing Training</p>	15
3	<p>The Industry and Service Sector During Post-Reform Period</p> <p>3.1. Policy Measures, Competition Act, 2002 : Disinvestment Policy, Micro, Small and Medium Enterprises [MSME Sector] Since 2007.</p> <p>3.2. Industrial Pollution in India : Meaning, Types, Effects and Control</p> <p>3.3. Service Sector : Recent Trends, Role And Growth In Healthcare And Tourism Industry ICT Based India’s Development Strategy</p>	15
4	<p>Banking and Financial Market</p> <p>4.1. Banking Sector : Recent Trends, Issues and Challenges in Banking and Insurance Industry.</p> <p>4.2. Money Market : Structure, Limitations and Reforms</p> <p>4.3. Monetary policy: current monetary policy in India, monetary management in an open economy.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Sub	Topic

	Unit	
1	1.4	Overview of New Education Policy
2	2.2	Agricultural Pricing
3	3.2	Industrial Pollution in India
4	4.2	Banking Sector : Recent Trends

Online Resources

https://onlinecourses.nptel.ac.in/noc21_hs51/preview

https://onlinecourses.swayam2.ac.in/nce19_sc18/preview

<https://nptel.ac.in/content/storage2/courses/103107084/module1/lecture1/lecture1.pdf>

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- Ministry of Finance: Economic Survey-Variou Issues
- Jean Dreze and Amartya Sen, 2013. An Uncertain Glory: India and its Contradictions Princeton University Press.
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- S.L. Shetty, 2007, —India's Savings Performance since the Advent of Planning, in K.L. Krishna and A. Vaidyanathan, editors, Institutions and Markets in India's Development.
- Himanshu, 2010, Towards New Poverty Lines for India, Economic and Political Weekly, January.

- Jean Dreze and Angus Deaton, 2009, Food and Nutrition in India: Facts and Interpretations, Economic and Political Weekly, February.
- Himanshu. 2011, —Employment Trends in India: A Re-examination, Economic and Political Weekly, September.
- Rama Baru et al, 2010, —Inequities in Access to Health Services in India: Caste, Class and Region, Economic and Political Weekly, September.
- Geeta G. Kingdon, 2007, —The Progress of School Education in India, Oxford Review of Economic Policy



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