

HSNC University, Mumbai

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



Ordinances and Regulations

With Respect to

Choice based credit system

For the Program

Under

The Faculty of Commerce & Management

With effect from the

Academic year 2026-27



Board of Studies in the Subjects of Commerce and Management

Board of Studies in Faculties of Commerce & Management

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

- a. **Prof. Dr. Rita Khatri**, Professor, Department of Commerce H. R College., Mumbai- 400020, Email id: khatririta@hrcollege.edu,
- b. **Prof. Dr. Kulvinder Batth**, Professor, Department of Commerce at K.C. College., Mumbai- 400020, Email id- kulprofessional@gmail.com

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. **Prof. Dr Jasbir Sodi**, Vice Principal, Professor at H. R. College, Mumbai- 400020 Email id: jas.saj@hrcollege.edu
- b. **Dr. Navin Punjabi**, Associate Professor at H.R. College, Mumbai -400020 Email id navin.punjabi@gmail.com
- c. **Dr. Kanu Priya Sharma**, Assistant Professor, at H.R College, Mumbai – 400020 Email id: Kanupriya.sharma@hrcollege.edu
- d. **Dr. Shweta Singh**, Assistant Professor at H.R College, Mumbai – 400020, Email id: singhshweta0902@gmail.com
- e. **Ms. Charvi Gada**, Assistant Professor, H R College, Mumbai- 400020 Email id: charvigada@hrcollege.edu
- f. **Ms. Dharti Narwani**, Assistant Professor, H R College, Mumbai- 400020 Email id: dharti.narwani@hrcollege.edu

3. One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body: -

- a. **Prof. Dr Khushpat Jain** Professor at Sydenham College Mumbai Email id: ksjain2002@yahoo.com

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** Ex- HOD of Commerce, Jai Hind College. Email id: haseenasyd@gmail.com
- b. **Dr. Ketan Vira:** Director, Pillai Institute of Management Studies and Research, Rasayani Email Id ketanvira@rediffmail.com
- c. **Mr. Akhilesh Rao,** Director Operations- Ezychain Logistics Pvt limited Email id raoakhil24@gmail.com
- d. **Mr. Rajiv Kalwani,** Senior Vice President- Reliance Retail Ltd Email id: rajivkalwani0204@gmail.com

5. International Expert

Dr Conrad Coelho, Associate Professor in Digital and AI Marketing, University College, London. (UCL) Email id : c.coelho@ucl.ac.uk.

6. 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
- b. **Jeevika Sahajwani** (Under Graduate student) H R College Email id: jeevika.sahajwani@gmil.com
- c. **Sarah Vaz** (Under Graduate student) H R College Email id : sarahvaz1@gmail.com

Significant contribution for BMS syllabus:

- **Ms. Tanvi Khandhar** Assistant Professor at H.R College, Mumbai – 400020, Email id: tanvi.khandhar@hrcollege.edu
- **Ms. Trisha Dutta** Assistant Professor at H.R College, Mumbai – 400020, Email id: trishaduttahrc@gmail.com
- **Mr. Yunus Gangat** Assistant Professor at H.R College, Mumbai – 400020, Email id: gangatyunus@gmail.com
- **Mr. Faaiz Patel** Assistant Professor at H.R College, Mumbai – 400020, Email id: faaiz.patel@hrcollege.edu
- **Dr. Khushnuma Tata** Assistant Professor at H.R College, Mumbai – 400020, Email id: khushnuma.tata@kccollege.edu.in



HSNC University, Mumbai

(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Program Under

The Faculty of Commerce and Management

For the program

Bachelors of Management Studies

Curriculum– Fourth Year Undergraduate Program (Honors)

Semester-VII and Semester – VIII

INDEX

Semester VII (Honors)

Sr No	Particulars		Name of Subject	Credits
1	MAJOR*	FINANCE	Operation Research	4
			Wealth Management	4
			Corporate Finance	4
		MARKETING	Operation Research	4
			Marketing Analytics	4
			Marketing Research	4
		HUMAN RESOURCE MANAGEMENT	Operation Research	4
			HR Analytics	4
			Human Resource Planning and Information System	4
2	DISCIPLINE SPECIFIC ELECTIVE	FINANCE	Financial Report & Analysis	4
		MARKETING	Luxury Brand Management	4
		HUMAN RESOURCE MANAGEMENT	Industrial Relations	4
3	MINOR*	FINANCE / MARKETING / HUMAN RESOURCE MANAGEMENT	Applied Business Research	4
	TOTAL			20

Semester VIII (Honors)

Sr No	Particulars		Name of Subject	Credits
1	MAJOR*	FINANCE	International Economics	4
			Financial Modelling & Business Valuation	4
			Behavioral finance	4
		MARKETING	International Economics	4
			Strategic Marketing & Design Thinking	4
			International Marketing	4
		HUMAN RESOURCE MANAGEMENT	International Economics	4
			Knowledge management	4
			Business Ethics & Corporate Governance	4
2	DISCIPLINE SPECIFIC ELECTIVE	FINANCE	FinTech	4
		MARKETING	Sustainable & Green Marketing	4
		HUMAN RESOURCE MANAGEMENT	Strategic human Resource management	4
3	INTERNSHIP		Internship	4
	TOTAL			20

Preamble

A bachelor's degree programme in management studies, or BMS, is available to undergraduates. Students who complete the course will have the knowledge and abilities necessary to hold management positions in a variety of organizations. At the undergraduate level, the Bachelor of Management Studies programme incorporates concepts and actions in the fundamental functional areas of business management. Additionally, it discusses entrepreneurship, the legal environment of business, information technology, globalization, and economic integration. A unique aspect of the program is the inclusion of the Indian Knowledge System (IKS), particularly in the third year, where it is thoughtfully integrated with the students' core discipline. This subject enables learners to explore India's ancient wisdom, trade practices, and ethical philosophies, encouraging them to draw meaningful connections between traditional knowledge and contemporary challenges.

The course's goal is to give students the chance, support, and appropriate readings/reference materials they need to obtain formal academic orientation with a focus on the working world. The objective is to make sure that students are more creative as well as more effective.

Students who enroll in a management studies programme will have a strong foundation in management and strategy development. The electives give students the chance to learn more in-depth information about their chosen fields of study, such as finance, marketing and human resource management in international business as major and minor in their second year. In addition to teaching business management, this course will give students the tools they need to comprehend how organizations function, how they are controlled, and how to be sensitive to both domestic and global surroundings. Learning that is student-centered emphasizes techniques and abilities that support independent problem-solving and lifelong learning. Additionally, internships form a key component of the program, providing students with practical exposure to corporate environments. Through internships, students gain valuable industry experience, apply academic knowledge to real scenarios, and develop professional skills necessary for the workplace. By combining academic rigor with vocational training, project-based learning, and cultural grounding, the B.M.S. program prepares students to thrive in a rapidly changing global environment. The fourth year is dedicated to a rigorous research project or dissertation under faculty supervision, preparing students for doctoral studies or specialized research roles in the industry. The advantage of pursuing a 4-year bachelor's degree programme with Honours/Honours with Research is that the master's degree will be one year duration. Also, a 4-year degree programme will facilitate admission to foreign universities.

The National Education Policy (NEP) 2020 has introduced several changes to the Bachelor of Management Studies (BMS) curriculum. The new curriculum is now 4 years long, instead of 3, and it is more flexible, interdisciplinary, and research-oriented. Students will be able to choose their own electives and take courses from a variety of disciplines and languages, which will give them a broader understanding of the world and how businesses operate. The new curriculum also emphasizes the importance of problem-solving skills, research, and soft skills, such as communication and teamwork. These changes will make BMS education more relevant and prepare students for the demands of the 21st century workforce.

The curriculum comprises Online Courses (OLC), which are accessible on NPTEL or SWAYAM portals as part of the MOOCS programme being created by MHRD, in order to conform with the educational policies of the Government of India. The students' self-paced learning habits and exposure to emerging learning technology will both be fostered via the online courses.

1. Process adopted for curriculum designing:

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

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

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

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 providing 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

For drafting the syllabus, each department has taken inputs from industry experts, parents and notable alumni. The stakeholders have been impressed with the inclusion of e-learning options for the learners provided in the syllabus. They have suggested subsequently to add more practical hands on examples, learning through games and GIS certificate programs. For more advanced related topics, there can be sharing of video lectures and seminars, workshops, industrial visit, short term courses and 30 hours certificate courses could be organized.

Program Educational Objectives (PEOs):

- To develop good, thoughtful, well-rounded, and creative individuals
- To enable the development of an enlightened, socially conscious, knowledgeable and skilled individual that can uplift its nation and construct and implement robust solutions to its own problems through critical thinking

- To enable quality education that benchmarked with the best industry practices, is multidisciplinary and holistic in nature, with curriculum and pedagogy for enhanced student experiences, blending Indian Knowledge Systems with modern technology

Program Outcomes (POs):

- To develop high quality management graduates who have a passion to excel, and who are agile, innovative and collaborative, aligned with the growth plans of the **corporate sector** and **non-corporate sector, viz., Government, NGOs, UN Bodies, Policy Research** etc.
- Develop analytical skills in students to assess and apply strategic management principles in finance, HR, and marketing contexts.
- Foster effective communication skills to enable students to articulate complex business concepts across various sectors.
- Encourage students to engage in self-directed learning through presentations and projects, enhancing their ability to research and present financial, HR, and marketing strategies
- Equip students with the necessary skills to critically evaluate market trends and organizational practices in the fields of finance, HR, and marketing
- Cultivate a collaborative mindset to promote teamwork and innovation in addressing real-world challenges faced by businesses in diverse sectors.

Program Specific Outcomes (PSOs):

- To create a cadre of professionals who are nationally and globally mobile, for serving the corporate and non-corporate sector in various functional areas such as **Marketing, Finance, Human Resources and Operations**.
- To develop a **cadre of management graduates** who will provide wings to the efforts **towards Viksit Bharat** in various fields such as: Infrastructure, Digital India, Renewables, Make in India, Blue Economy, Space, Food Processing, Healthy India and Governance
- To nurture socially responsible management graduates who can integrate sustainable practices into business operations, addressing environmental and societal challenges effectively.
- To equip students with the entrepreneurial mindset and skills necessary for fostering innovation, developing startups, and contributing to the growth of the entrepreneurial ecosystem in India and globally.
- To develop data-driven decision-making skills by integrating analytics and technology in strategic management across various functional areas such as finance, marketing, and operations.
- To prepare graduates for leadership roles in international business and global markets by fostering cross-cultural communication, global strategic thinking, and adaptability to diverse business environments.
- To instill ethical and governance principles in students, enabling them to lead with integrity and accountability in complex organizational structures and competitive markets.

Course Outcomes (CO)

- Develop critical thinking and problem-solving skills to analyze complex business scenarios, fulfilling the PEO of creating thoughtful, well-rounded individuals.
- Enhance financial literacy and decision-making capabilities through practical applications of personal financial planning, aligning with the PO of effective communication and understanding.

- Cultivate a holistic understanding of legal principles in business, enabling students to apply legal knowledge in various contexts, thereby fulfilling the PSO of fostering practical skills in business environments.
- Implement strategic marketing and customer relationship management initiatives that reflect social consciousness and community upliftment, contributing to the PEO of developing a knowledgeable and skilled nation.

Part 2 - The Scheme of Teaching and Examination

Semester – VII (HONOR) (Summary)

Sr No	Choice Based Credit	Name of Subject	
1	MAJOR*	Finance	Operation Research
			Wealth Management
			Corporate Finance
		Marketing	Operation Research
			Marketing Analytics
			Marketing Research
		Human Resource Management	Operation Research
			HR Analytics
			Human Resource Planning and Information System
2	DISCIPLINE SPECIFIC ELECTIVE**	Finance	Financial Report & Analysis
		Marketing	Luxury Brand Management
		Human Resource Management	Industrial Relations
3	MINOR*	Finance / Marketing / Human Resource Management	Applied Business Research

Fourth Year Semester VII (HONORS) Internal and External Detailed Scheme

Sr. No	Particulars	Subject Title	Periods Per Week					Credits	Internals				External	Total Marks	
			Units	SL	L	T	P		SLE/AP	CT/PE	CP	T			SEE
1	MAJOR	FINANCE	Operation Research	4	20%*	4	0	0	4	15	20	5	40	60	100
			Wealth Management	4	20%*	4	0	0	4	15	20	5	40	60	100
			Corporate Finance	4	20%*	4	0	0	4	15	20	5	40	60	100
		MARKETING	Operation Research	4	20%*	4	0	0	4	15	20	5	40	60	100
			Marketing Analytics	4	20%*	4	0	0	4	15	20	5	40	60	100
			Marketing Research	4	20%*	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOURCE MANAGEMENT	Operation Research	4	20%*	4	0	0	4	15	20	5	40	60	100
			HR Analytics	4	20%*	4	0	0	4	15	20	5	40	60	100
			Human Resource Planning and Information System	4	20%*	4	0	0	4	15	20	5	40	60	100
2	DISCIPLINE SPECIFIC ELECTIVE	FINANCE	Financial Report & Analysis	4	20%*	4	0	0	4	15	20	5	40	60	100
		MARKETING	Luxury Brand Management	4	20%*	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOURCE MANAGEMENT	Industrial Relations	4	20%*	4	0	0	4	15	20	5	40	60	100
3	MINOR	FINANCE / MARKETING / HUMAN RESOURCE MANAGEMENT	Applied Business Research	4	20%*	4	0	0	4	15	20	5	40	60	100
	TOTAL							20							500

SL: Self Learning, L: Lecture, T: Total, P: Practical, SLE- Self learning evaluation, CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment PA- Project Assessment, AP – Assignment project, PE – practical Examination

Fourth Year Semester – VII Units – Topics – Teaching Hours

	S. N	Subject Unit Title	Lectures	No. of lectures	Credit	Total Marks		
MAJOR (FINANCE)	1	I	Introduction to Operations Research & Linear Programming Problems	20	60	4	100	
		II	Assignment and Transportation Models	15				
		III	Network Analysis: CPM, Project Crashing & PERT	15				
		IV	Job Sequencing and Theory of Games	10				
	2	I	Introduction to Wealth Management	15	60	4	100	
		II	Wealth management process and investment planning	15				
		III	Wealth Management Products	15				
		IV	Asset allocation, advising right and ethics	15				
	3	I	Financing Decisions	18	60	4	100	
		II	Dividend Decisions	12				
		III	Investment Decisions	18				
		IV	Sources of Finance	12				
MAJOR (MARKETING)	4	I	Introduction to Operations Research & Linear Programming Problems	20	60	4	100	
		II	Assignment and Transportation Models	15				
		III	Network Analysis: CPM, Project Crashing & PERT	15				
		IV	Job Sequencing and Theory of Games	10				
	5	I	Introduction and Strategic Foundations of Marketing Analytics	15	60	4	100	
		II	Marketing Data Handling, Tools, and Visualization	15				
		III	Customer Analytics and Segmentation Techniques	15				
		IV	Pricing Analytics and Choice Modelling	15				
	6	I	Foundations of Marketing Research & Research Planning	15	60	4	100	
		II	Data Collection Methods & Research Approaches	15				
		III	Data Processing, Analysis, Reporting & Applications	15				
		IV	Application of Marketing research	15				
	MAJOR (HUMAN)	7	I	Introduction to Operations Research & Linear Programming Problems	20	60	4	100

RESOURCE MANAGEMENT)		II	Assignment and Transportation Models	15				
		III	Network Analysis: CPM, Project Crashing & PERT	15				
		IV	Job Sequencing and Theory of Games	10				
	8		I	Introduction to HR Analytics	15	60	4	100
			II	HR Practices and Benchmarking	15			
			III	Talent analytics	15			
			IV	Collaboration analytics and Employee well being	15			
	9		I	Overview of Human Resource Planning (HRP)	15	60	4	100
			II	Job Analysis, Recruitment and Selection	15			
			III	HRP Practitioner, Aspects of HRP and Evaluation	15			
			IV	Human Resource Information Systems	15			
	DSE (FINANCE)	10	I	Final Accounts of Banking Company	15	60	4	100
II			Final Accounts of Insurance Companies	15				
III			Preparation of Final Accounts of Companies	20				
IV			Non-Banking Financial Companies	10				
DSE (MARKETING)	11	I	Foundations of Luxury Brand Management	15	60	4	100	
		II	Luxury Consumer Behaviour and Experience Management	15				
		III	Strategic Marketing and Communication for Luxury Brands	15				
		IV	Contemporary Issues, Sustainability and Research in Luxury	15				
DSE (HUMAN RESOURCE MANAGEMENT)	12	I	Introduction to Industrial relations	15	60	4	100	
		II	Industrial Relations Code, 2020	15				
		III	Code on Social Security, 2020	15				
		IV	Occupational Safety, Health & Working Conditions (OSH) Code, 2020	15				
MINOR (FINANCE / MARKETING / HUMAN	13	I	Foundations of Research Thinking and Approaches	15	60	4	100	
		II	Literature Review, Reference Management and Academic Integrity	15				

RESOURCE MANAGEMENT)		III	Research Design, Theoretical Frameworks and Data Analysis Tools	15			
		IV	Research Interpretation, Publication, Indexing and Communication	15			
TOTAL							500

- **Lecture Duration – 1 hr.**
- **For theory papers One credit =15 hrs.**

SEMESTER – VII (HONORS)
Part 3 - Detailed Scheme
MAJOR (Finance/Marketing/Human Resource Management)

Subject Name: Operation Research (4 CREDITS)

Course Objectives:

1. To develop a strong conceptual understanding of Operations Research (OR) and its role in managerial decision-making and problem-solving.
2. To familiarise students with quantitative techniques and mathematical models used for optimizing business operations and resource utilization.
3. To build analytical capability in solving business problems related to production, transportation, inventory, scheduling, and allocation of resources.
4. To understand linear programming, transportation models, assignment problems, queuing theory, and inventory management techniques.
5. To enable students to apply statistical and optimization tools for improving efficiency, productivity, and cost-effectiveness in organizations.
6. To examine the use of Operations Research in various functional areas such as finance, marketing, logistics, supply chain, and human resources.
7. To prepare students for analytical and managerial roles requiring quantitative decision-making and operational planning skills.

Learning Outcomes:

After successful completion of the course, learners will be able to:

1. **Define and explain** key concepts, principles, and techniques of Operations Research.
2. **Formulate** business problems into mathematical and quantitative models for decision-making.
3. **Apply** linear programming, transportation, assignment, and inventory models to solve operational problems.
4. **Analyse** optimization results and interpret their implications for business efficiency and resource allocation.
5. **Evaluate** alternative operational strategies using quantitative techniques and decision-making tools.
6. **Develop** analytical solutions for real-world business and managerial problems using Operations Research methods.

Detailed Scheme

Unit No.	Module	No. of Lectures
I	1.1 Introduction to Operations Research: 1.1.1 Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Limitations of Operations Research 1.1.2 Phases of Operations Research, Types of Operations Research Models,	20

	<p>Operations Research Methodology.</p> <p>1.1.3 Operations Research Techniques and Tools</p> <p>1.1.4 Structure of the Mathematical Model.</p> <p>1.2 Linear Programming Problems:</p> <p>1.2.1 Introduction and Formulation of Linear Programming.</p> <ul style="list-style-type: none"> ● Applications of LP. ● Components of LP. ● Requirements for Formulation of LP Problem. ● Assumptions Underlying Linear Programming. ● Steps in Solving LP Problems. ● LPP Formulation (Decision Variables, Objective Function, Constraints, Non-Negativity Constraints). <p>1.2.2 Linear Programming Problems: Graphical Method:</p> <ul style="list-style-type: none"> ● Maximization and Minimization Type Problems. (Max. Z and Min. Z) ● Two & Three Decision Variables ● Constraints can be "less than or equal to", "greater than or equal to or a combination of both the types i.e. Mixed constraints. <p>1.2.3 Linear Programming Problems: Simplex Method:</p> <ul style="list-style-type: none"> ● Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. ● Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) ● All Constraints to be "less than or equal to" Constraints. ("Greater than or Equal to" Constraints not included.) ● Special Cases in LPP – simplex. ● Duality in Linear Programming Problem: Introduction, Importance of Duality Concepts, Formulation of Dual Problem, Economic Interpretation of Duality. ● Concepts: Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non- Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources. 	
<p>II</p>	<p>Assignment and Transportation Models:</p> <p>2.1 Assignment Problem - Hungarian Method:</p> <ul style="list-style-type: none"> ● Maximization and Minimization Type Problems ● Balanced and Unbalanced Problems. ● Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. ● Simple Formulation of Assignment Problems. ● Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. <p>2.2 Transportation Problems:</p> <ul style="list-style-type: none"> ● Maximization and Minimization Type Problems. ● Balanced and Unbalanced problems. ● Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. ● LPP programming in Transportation Problems. 	<p>15</p>

	<ul style="list-style-type: none"> ● Initial Feasible Solution (IFS) by: <ul style="list-style-type: none"> a. North West Corner Rule (NWCR) b. Least Cost Method (LCM)/ Matrix minima method (MMM) c. Vogel's Approximation Method (VAM) ● Maximum 5 x 5 Transportation Matrix. ● Finding Optimal Solution by Modified Distribution (MODI) Method. (u-v method). ● Production Scheduling Problem. ● Time Minimization Problem. ● Travelling Salesman Problem. ● Degeneracy in transportation. ● Case Study. 	
<p>III</p>	<p>Network Analysis</p> <p>3.1 Critical Path Method (CPM):</p> <ul style="list-style-type: none"> ● Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity. ● Construction of a Network Diagram. Node Relationship and Precedence Relationship. ● Principles of Constructing Network Diagram. ● Use of Dummy Activity. ● Critical Path, Sub-critical Path, Critical and Non-critical ● Activities, Project Completion Time. ● Forward Pass and Backward Pass Methods. ● Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float, and Interfering Float. <p>3.2 Project Crashing:</p> <ul style="list-style-type: none"> ● Meaning of Project Crashing. Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. ● Costs involved in Project Crashing: Numerical with Direct, Indirect, Penalty, crash cost and Total Costs. ● Time-Cost Trade off in Project Crashing. ● Optimal (Minimum) Project Cost and Optimal Project Completion Time. ● Process of Project Crashing. <p>3.3 Program Evaluation and Review Technique (PERT):</p> <ul style="list-style-type: none"> ● Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). ● Expected Time (te) of an Activity Using Three Time Estimates. ● Difference between CPM and PERT. ● Construction of PERT Network using te values of all Activities. ● Mean (Expected) Project Completion Time. ● Standard Deviation and Variance of Activities. ● Project Variance and Project Standard Deviation. ● 'Prob. Z' Formula. 	<p>15</p>

	<ul style="list-style-type: none"> Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. Case Study. 	
IV	<p>4.1 Job Sequencing and Theory of Games:</p> <ul style="list-style-type: none"> Job Sequencing Problem: Sequencing model Processing n jobs through two machines Processing n jobs through three machines <p>4.2 Theory of Games:</p> <ul style="list-style-type: none"> Introduction. Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point Types of Games. Two Person Zero Sum Games including strictly determinable and Fair Game. Pure Strategy Games (Saddle Point available). Nash Equilibrium (cooperative and non-cooperative games) Principles of Dominance method 	10
Total		60

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	1) Introduction to Operation Research 2) Graphical Method
2	2	Traveling Salesman Problem.
3	3	Understanding Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value.
4	4	Decision theory & Principle of Dominance

Online Links:

- https://www.youtube.com/watch?v=MZ843Vvia0A&ab_channel=KauserWise
- https://www.youtube.com/watch?v=KLHWtBpPbEc&ab_channel=KauserWise transportation-model .ppt
- https://www.youtube.com/watch?v=K-6NLd57bIA&ab_channel=RaihanaZainordin
- https://www.youtube.com/watch?v=hfBeF8jdO6U&ab_channel=LearnOpediA
- https://www.youtube.com/watch?v=EyVYAngxkPA&ab_channel=KauserWise
- https://www.youtube.com/watch?v=YJvbxAvxkDc&ab_channel=KauserWise

Reference Books

1. Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons.
2. Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series.
3. Vohra N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co
4. L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune
5. Shreenath L.S., PERT& CPM, "Principles & Applications 3rd Edition", Affiliated East-West Press Pvt. Ltd
6. Wagener H.M., "Principles of Operations Research. 2nd Edition", Prentice – Hall of India
7. Kantiswarup," Operations Research 9th Edition", Gupta P.K. & Sultan Chand & Sons Manmohan

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A) Formative Assessment**40 marks**

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15
2	Online examination	20
3	Active participation in routine class instructional deliveries	5

**B) Summative Assessment
Marks****60**

Q. 1	Attempt any two with subdivided questions in 8 and 7 marks	15 Marks
Q. 2	Attempt any two with subdivided questions in 8 and 7 marks	15 Marks
Q. 3	Attempt any two with subdivided questions in 8 and 7 marks	15 Marks
Q. 4	Attempt any two with subdivided questions in 8 and 7 marks	15 Marks

MAJOR (Finance)**Subject Name: Wealth Management (4 credits)****Course Objectives**

1. To develop a comprehensive understanding of wealth management concepts and their role in personal and institutional financial planning.
2. To familiarise students with investment avenues such as equity, debt, mutual funds, insurance, real estate,

retirement products, and alternative investments.

3. To build capability in assessing investor profiles, risk tolerance, financial goals, and asset allocation strategies.
4. To understand financial planning techniques related to investment planning, tax planning, retirement planning, estate planning, and risk management.
5. To examine portfolio management concepts and wealth creation strategies using diversification and risk-return analysis.
6. To analyse the regulatory framework governing wealth management services in India, including the role of Securities and Exchange Board of India, Reserve Bank of India, and tax authorities.
7. To prepare students for careers in wealth management, financial advisory, investment planning, and private banking services.

Learning Outcomes

After successful completion of the course, learners will be able to:

1. **Define and explain** key concepts, principles, and components of wealth management and financial planning.
2. **Analyse** investor needs, financial goals, and risk profiles for developing suitable financial strategies.
3. **Evaluate** different investment products and wealth management avenues based on risk, return, liquidity, and tax implications.
4. **Apply** financial planning techniques related to investment, retirement, insurance, and tax management.
5. **Assess** portfolio performance and asset allocation strategies for effective wealth creation and preservation.
6. **Develop** comprehensive wealth management plans aligned with client objectives and regulatory guidelines.

Sr. no.	Modules/ Units	No. of Lectures
I	Introduction to Wealth Management 1.1 Introduction to Wealth Management <ul style="list-style-type: none"> • Meaning & Scope of Wealth Management • Components, Process and Need of Wealth Management • Needs and Expectation of Clients • Code of Ethics for Wealth Manager 1.2 Economic Environment Analysis <ul style="list-style-type: none"> • Macroeconomics like Inflation, Interest Rate, Yield Curve, Real Return • Analyze the impact of Key Indicator – Leading, Lagging, Concurrent. 	15
II	Wealth management process and investment planning 2.1 Developing a wealth management plan 2.2 Essentials of a comprehensive wealth management plan 2.3 Components of a plan 2.4 Investment risks and its types 2.5 Risk profiling and asset allocation 2.6 Life cycle model, asset allocation strategies, goal based financial planning	15
III	Wealth Management Products 3.1 Portfolio Management services-players, regulations, types 3.2 Structured products-types, features, risk/return tradeoff	15

	3.3 REITs-features, companies, etc. 3.4 Other avenues-mutual funds, small case, etc. 3.5 Financial Products like Equity, Debt, Commodities, etc.	
IV	Asset allocation, advising right and ethics 4.1 Mis-selling in financial services 4.2 Financial Literacy-initiatives and regulators 4.3 Ethical issues in financial advisory 4.4 Regulatory changes 4.5 Current Affairs in the form of Case Studies	15

Self-Learning topics (Unit wise)

Sr. No	Topic
1	Introduction to Wealth Management
2	Wealth management process and investment planning
3	Wealth Management Products
4	Asset allocation, advising right and ethics

Topic

Fundamentals of Wealth Management - YouTube

Asset Allocation | Learn with Upstox ft. Rachana - YouTube

How to invest in Commercial Properties: expected return, REITS and other details. - YouTube

Online Resources

References:

- The Total Money Makeover Author: Dave Ramsey
- You're So Money: Live Rich, Even When You're Not: Author: FarnooshTorabi
- I Will Teach You to Be Rich: Author: RamitSethi
- Harold R Evensky, Wealth Management
- Nalinipruva Tripathi, Wealth Management
- S. K. Bagchi, Wealth Management

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A) Formative Assessment**40 marks**

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15
2	Online examination	20
3	Active participation in routine class instructional deliveries	5

B) Summative Assessment**60 Marks**

Sr. No	Particulars	Marks
1	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
2	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
3	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
4	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
Note	15 marks question may be divided into sub questions of 10 and 5 or 5, 5 and 5 marks if required.	

MAJOR (Finance)**Subject Name: Corporate Finance (4 credits)****Course Objectives**

1. To develop a strong conceptual understanding of corporate finance and its role in maximizing shareholder wealth and organizational value.
2. To familiarise students with financial decision-making related to investment, financing, dividend, and working capital management.
3. To build analytical capability in evaluating capital budgeting decisions using techniques such as NPV, IRR, Payback Period, and Profitability Index.
4. To understand sources of finance including equity, debt, retained earnings, venture capital, and hybrid instruments.
5. To examine capital structure theories, cost of capital, leverage analysis, and dividend policy decisions in corporate organizations.
6. To analyse working capital requirements, cash management, receivables management, and short-term financing strategies.
7. To prepare students for careers in corporate finance, investment analysis, financial planning, treasury management, and banking sectors.

Learning Outcomes:

After successful completion of the course, learners will be able to:

1. **Define and explain** key concepts, principles, and functions of corporate finance.
2. **Analyse** investment and financing decisions using financial and quantitative techniques.
3. **Apply** capital budgeting tools for evaluating long-term investment projects.
4. **Evaluate** capital structure, leverage, dividend, and working capital decisions in different business situations.
5. **Assess** the financial performance and funding requirements of organizations using corporate finance concepts.
6. **Develop** financial strategies and recommendations for improving organizational value and financial sustainability.

Unit No.	Contents	No. Of Lectures
I	Financing Decisions 1.1 EBIT – EPS analysis for Capital Structure decision. 1.2 Capital structure theories 1.3 Cost of capital 1.4 Weighted average cost of capital (WACC) (Before and after tax) 1.5 Practical Problems	18
II	Dividend Decisions- 2.1 Need, Importance, Formulation, Legal and Procedural Aspects. 2.2 Dividend Decision Models - Walter, Gordon, Graham & Dodd Model and M-M Model 2.3 Practical Problems	12
III	Investment Decisions 3.1 Introduction - Capital Budgeting Process, Project Classification and Investment Criteria. 3.2 Techniques of Capital Budgeting - NPV, Benefit Cost Ratio, Internal Rate of Return, Modified Internal Rate of Return, Payback period, Discounted Payback Period and ARR. (Inclusive of Estimation of Project Cash Flows) 3.3 Capital Rationing – Meaning, Need and Dealing with Capital Rationing Problems	18
IV	Sources of Finance 4.1 Introduction Needs of Finance and Sources: Long Term, Medium Term, Short Term. 4.2 Long Term Sources of Finance: Global Depository Receipts, Policy development, Capital flows and Equity Debt. 4.3 Brief introduction & sources of short-term Finance: Bank Overdraft, Cash Credit, Factoring	12
TOTAL		60

Self-Learning topics

1	1	Financing Decisions
2	2	Dividend decisions - Types of dividends, Factors affecting dividend decisions
3	3	Investment Decisions – Project Planning and Risk Analysis - Techniques used in capital budgeting for evaluation of a project. Advantages & Limitations of each technique
4	4	Sources of Finance- Different types of sources of finance, Advantages and Limitations of each source

Online Resources

https://www.youtube.com/watch?v=W4IFXvTjkro&utm_source=chatgpt.com
https://www.youtube.com/watch?v=54gLMZ5spXE
https://www.youtube.com/watch?v=%E2%80%A6
https://edurev.in/p/339140/ICAI-Notes-Types-of-Financing

Reference Books

- 1) Financial Of Management Accounting by S.R.Varshney, Wisdom
- 2) Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
- 3) Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
- 4) Cost & Management Accounting by Ravi N.Kishor , Publication Taxmonth

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15
2	Online examination	20
3	Active participation in routine class instructional deliveries	5

B) Summative Assessment

60 Marks

Q. 1	A. Practical Question OR B. Practical Question	15 Marks
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Q. 2	A. Practical Question OR B. Practical Question	15 Marks
Q. 3	A. Practical Question OR B. Practical Question	15 Marks
Q. 4	A. Theory Question B. Theory Question OR A. Short Notes (Any 3 out of 4) (one short note from each module)	8 Marks 7 Marks 15 Marks

MAJOR (Marketing)

Subject Name: Marketing Analytics (4 credits)

Learning Objectives:

- To understand the role of data and analytics in modern marketing decision-making across consumer, retail, and digital markets.
- To familiarise students with key marketing metrics, analytical frameworks, and data sources used to measure marketing performance.
- To develop analytical thinking for interpreting consumer data, market trends, and campaign outcomes using quantitative techniques.
- To analyse customer behaviour, segmentation, targeting, and retention patterns through descriptive and predictive analytics.
- To evaluate the effectiveness of marketing strategies using tools such as dashboards, reports, and performance indicators.
- To integrate technology-driven approaches including CRM systems, digital analytics, and basic statistical tools into marketing strategy formulation.
- To prepare students for entry-level roles such as Marketing Analyst, Digital Marketing Executive, CRM Analyst, or Business Intelligence Associate.

Learning Outcomes:

- Remember key concepts, metrics, and terminologies related to marketing analytics, supporting data-informed marketing practices.
- Understand analytical models and techniques used to study customer acquisition, engagement, and lifetime value.
- Analyse marketing data to identify patterns, trends, and insights relevant to segmentation, targeting, and positioning decisions.
- Apply analytical tools and techniques to real-life marketing problems, including campaign evaluation and customer performance analysis.
- Evaluate marketing strategies based on data-driven evidence, linking analytical insights with business objectives and outcomes.
- Create basic analytical reports and insights that support strategic marketing decisions, enhancing managerial effectiveness in data-centric environments.

Sr. No.	Content	No. of Lectures
I	<p>Introduction and Strategic Foundations of Marketing Analytics</p> <p>1.1 Meaning, scope, and strategic role of marketing analytics in business</p> <p>1.2 Data-driven decision making and competitive advantage</p> <p>1.3 Types of analytics: descriptive, exploratory, diagnostic, predictive, and prescriptive in marketing</p> <p>1.4 Marketing performance measurement and metrics</p> <p>1.5 Emerging trends in marketing analytics including AI applications in analytics workflows</p> <p>1.6 Ethical use of data and analytics in marketing (privacy, bias, transparency)</p>	15
II	<p>Marketing Data Handling, Tools, and Visualization</p> <p>2.1 Understanding marketing data sources (digital, survey, transaction, social)</p> <p>2.2 Data preparation: cleaning, formatting, and pre-processing for analysis</p> <p>2.3 Slicing and dicing data with Pivot Tables</p> <p>2.4 Using charts and dashboards to summarize data</p> <p>2.5 Functions for summarization and basic analytics in Excel</p> <p>2.6 Introduction to R and Python for marketing analytics tasks (data loading, basic coding)</p> <p>2.7 Use of visualization libraries and tools for storytelling (optional Power BI/Tableau pointers)</p>	15
III	<p>Customer Analytics and Segmentation Techniques</p> <p>3.1 Understanding customer analytics from acquisition to retention</p> <p>3.2 Customer journey mapping and touchpoint analytics</p> <p>3.3 Customer Lifetime Value (CLV): calculation and strategic use</p> <p>3.4 RFM (Recency, Frequency, Monetary) analysis and interpretation</p> <p>3.5 Customer churn analysis and predictive approaches</p> <p>3.6 Segmentation analysis process</p> <p>3.7 Cluster analysis for customer segmentation and practical cases</p> <p>3.8 Real applications of segmentation in digital and retail marketing</p>	15
IV	<p>Pricing Analytics and Choice Modelling</p> <p>4.1 Pricing objectives in analytics framework</p> <p>4.2 Bundling strategies and types of bundling</p> <p>4.3 Price skimming strategy and analytical evaluation</p> <p>4.4 Quantifying price elasticity using regression-based models</p> <p>4.5 Product attribute analysis using conjoint analysis</p> <p>4.6 Logistic regression for marketing decisions</p> <p>4.7 Discrete choice analysis and Random Utility Theory</p> <p>4.8 Introduction to AI-assisted modelling and decision support tools</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Ethical use of data and analytics in marketing (privacy, bias, transparency)
2	Understanding marketing data sources (digital, survey, transaction, social)
3	Real applications of segmentation in digital and retail marketing

Online Resources**References:**

https://nptel.ac.in/courses/110105142?utm_source=chatgpt.com
https://www.youtube.com/watch?v=V4XJZ6G0vJQ
https://www.youtube.com/watch?v=7V1Kp6c1jVk
https://www.youtube.com/watch?v=Q8R3N3h6kPA

- Gupta, S., & Jathar, A. (2021). Marketing analytics. Wiley India.
- Winston, W. L. (2014). Marketing analytics: Data-driven techniques with Microsoft® Excel. John Wiley & Sons.
- Sorger, S. (2013). Marketing analytics: Strategic models and metrics. Atlantic Publishers and Distributors.
- Lilien, G. L., & Rangaswamy, A. (2017). Marketing engineering: Computer-assisted marketing analysis and planning. Pearson Education.
- Maity, M., & Gurazada, P. (2021). Marketing analytics. Oxford University Press.

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A) Formative Assessment**40 marks**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		

Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q.4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

MAJOR (Marketing)

Subject Name: Marketing Research (4 credits)

Course Objectives

1. To develop a clear understanding of marketing research concepts and their role in business decision-making and market analysis.
2. To familiarise students with the marketing research process including problem identification, research design, data collection, analysis, and interpretation.
3. To build capability in designing qualitative and quantitative research studies for solving marketing problems.
4. To understand sampling techniques, questionnaire design, scaling methods, and data collection tools used in marketing research.
5. To examine methods of analysing consumer behaviour, market trends, customer satisfaction, and brand performance through research techniques.
6. To analyse and interpret research data using statistical and analytical tools for generating actionable marketing insights.
7. To prepare students for roles in market research, consumer analytics, brand management, and business consulting.

Course Outcomes (CO)

After successful completion of the course, learners will be able to:

1. Define and explain key concepts, methods, and applications of marketing research.
2. Identify and formulate marketing research problems and objectives in business contexts.
3. Design appropriate research plans including sampling, questionnaire preparation, and data collection methods.
4. Apply qualitative and quantitative techniques for analysing marketing data and consumer insights.
5. Evaluate research findings and interpret results for supporting marketing decisions and strategies.
6. Develop structured marketing research reports with data-driven recommendations for organizational decision-making.

Units	Particulars	No of Lectures
I	<p>1.1 Foundations of Marketing Research & Research Planning. Marketing Research- Definition, features, functions, significance of Marketing Research in marketing decision making, limitations of Marketing Research Steps in Marketing Research, Ethics in Marketing Research, Qualities of a good Marketing Research professional</p> <p>1.2 Marketing Information System- Definition, components, essentials of a good MIS, Concept of Decision Support System- Components, importance Data Mining-concept, importance</p> <p>1.3 Research planning- Research Design: Concept, Importance and Types Hypothesis: Concept, Types and Importance, Steps in Hypothesis Testing, Questionnaire Design: Concept, Types of Questions, Steps in Questionnaire Preparation, Use of Artificial Intelligence (AI) in Research Design, Automation of Research Planning Sampling: Concept, Techniques and Essentials of Good Sampling</p>	15
II	<p>Data Collection Methods & Research Approaches</p> <p>2.1 Data Collection Primary Data: Concept, Merits, Demerits and Methods, Secondary Data: Concept, Merits, Demerits and Sources, Techniques of Secondary Data Collection in the Digital Era, Plagiarism Testing and Maintaining Data Accuracy</p> <p>2.2 Research Approaches</p>	15

	<p>Qualitative Research: Concept, Features and Methods, Quantitative Research: Concept, Features and Methods, Qualitative vs Quantitative Research, Mixed-Method Research Design</p> <p>2.3 Integrating technology in data Collection Online Surveys, Mobile and Handheld Devices, Text Messaging and App-Based Surveys, Social Media and Community-Based Research, Observational and Neuromarketing Techniques, Social Listening and Sentiment Analysis, Netnography (Social Media Marketing)</p>	
III	<p>Data Processing, Analysis, Reporting & Applications</p> <p>3.1 Data Processing and Analysis Stages in Data Processing- Editing: Meaning, Objectives and Types, Coding: Meaning and Guidelines Classification: Meaning and Methods, Tabulation: Meaning and Methods, Data Analysis: Meaning and Steps, Use of Statistical Tools: SPSS,MS Excel, Google Sheets, Power BI</p> <p>3.2 Data Interpretation and Reporting Data Interpretation: Meaning, Importance and Stages, Basic Interpretation of Graphs and Charts, Report Writing: Concept, Types and Contents, Essentials of a Good Research Report, Use of Visual Aids and Dashboards, Predictive Analytics, AI-based Market Forecasting</p> <p>3.3 Career in Marketing Research: Meaning and scope of marketing research careers, Role of marketing research professionals in business decision-making, Employment opportunities in manufacturing, services, FMCG, IT, e-commerce, and consulting sectors, Data-Driven and Technology-Oriented Careers, Skills and Competencies for Marketing Research Careers.</p>	15
IV	<p>Application of Marketing research</p> <p>4.1 Application in Marketing Mix : Product Research: Concept, Areas and Steps in New Product Development, Product Testing Causes of Product Failure and Research Failure, Brand Research: Concept, Components and Importance, Packaging Research: Concept and Importance, Price Research: Concept, Factors Influencing Pricing Methods of Price Research, Physical Distribution Research: Concept and Importance, Logistics Research, Promotion Research: Concept and Importance</p> <p>4.2 Application of Marketing research in various markets Rural Marketing Research: Features of Indian Rural Markets, Sources of Data and Research Tools, Challenges and Innovations in Rural Research, Global Marketing Research: Concept, Need and Scope Factors Affecting Global Marketing Research, Global Online Research Communities the Future Earth networks, Global Research Network Think Tank (GRN) (Predictive Analytics, AI-based Market Forecasting</p> <p>4.3 Managing Marketing Research: Organizing Marketing Research Activities, Factors Influencing Organization of Research, Methods of Organizing Marketing Research, In-house Marketing Research Department: Structure, Merits and Demerits, Marketing Research for Newly Established Businesses, Professional Marketing Research Agencies: Structure, Merits and Demerits, Professional Standards, Prominent Agencies: HTA, ORG, IMRB, NCAER, Nielsen</p>	

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	MIS - Definition, components and essential of a good MIS
2	II	Sampling and techniques of Sampling
3	III	Data collection techniques and role of various research agencies : HTA, ORG, IMRB, NCAER, Nielsen

Online Resources

https://onlinecourses.swayam2.ac.in/imb21_mg50/preview
https://www.coursera.org/articles/data-analyst-career-paths
https://www.managementstudyguide.com/hypothesis-testing.htm

Reference Books

1. Marketing Research Text and Cases, Rajendra Nargundkar, McGraw Hill, 2nd edition
2. Marketing Research (Text with Cases), Suja Nair, Himalaya Publishing House, Maharashtra, 2014
3. Marketing Research, John Boyce, Tata McGraw Hill Publishing Co. Ltd., Maharashtra, 2015
4. Encyclopaedia of Marketing Research Series, S.D. Singh, Anmol Publications Pvt. Ltd., New Delhi, 2012
5. Marketing Research: A Global Outlook, V. Kumar, Sage Publications, New Delhi, 2015
6. Marketing Research, G. C. Beri, McGraw Hill, New Delhi, 2007
7. Fundamentals of Marketing Research, M.K. Gawande, Chandralok Prakashan, Kanpur, 2012
8. Marketing Research: The impact of internet, Gates, Roger et al, John Wiley & sons, Great Britain, 2002

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A) Formative Assessment**40 marks**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

Semester End Evaluation Paper Pattern	60 marks
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Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

MAJOR (Human Resource Management)

Subject Name: HR Analytics (4 credits)

Learning Objectives:

- To understand the role of data and analytics in strategic human resource management and evidence-based people decisions.
- To familiarize students with key HR metrics, workforce data sources, and analytical frameworks used across the employee lifecycle.
- To develop analytical skills for assessing recruitment effectiveness, employee performance, engagement, and retention patterns.
- To analyse workforce trends related to productivity, absenteeism, attrition, and talent development using quantitative approaches.
- To evaluate HR strategies and policies through data-driven insights to improve organizational effectiveness and workforce planning.
- To integrate technology tools such as HRIS, dashboards, and basic statistical techniques into HR decision-making processes.
- To prepare students for roles such as HR Analyst, Talent Analytics Associate, Workforce Planning Executive, or HR Operations Analyst.

Learning Outcomes:

- Remember key concepts, metrics, and terminologies related to HR analytics, supporting systematic people management practices.
- Understand analytical models and techniques used to study workforce behaviour, performance, and employee outcomes.
- Analyse HR data to identify trends and relationships related to hiring, retention, engagement, and productivity.
- Apply HR analytics tools and techniques to practical workplace scenarios such as attrition analysis, recruitment evaluation, and performance assessment.
- Evaluate HR decisions and policies using analytical evidence, linking workforce insights with organizational goals.
- Create data-supported HR insights and reports that contribute to strategic talent management and informed leadership decision-making.

Sr. No	Content	No. of Lectures
I.	Introduction to HR Analytics 1.1 People Analytics – Concepts and Scope 1.2 Basics of Statistics for H R Analytics 1.3 Introduction to AI in HR: Machine Learning, Automation, and Predictive Models 1.4 Framework for Problem Solving - Define Problem, Collect Data, Buildthe Model, Evaluate and Critique the. 1.5 Critical Stages of Talent Life Cycle 1.6 Case Study - HR Decision Making: Issue Identification and Problem Solving, AI-supported HR Decision Making and Problem Solving	15
II.	HR Practices and Benchmarking 2.1 Understanding Important HR Metrics tracked across the Overall Employee Journey 2.2 HR Valuations	15

	2.3 Benchmarking HR Practices using Data and AI Insights 2.4 Dashboarding of KPIs using Excel, Tableau, and AI-based analytics platforms	
III	Talent analytics 3.1 Talent acquisition analytics: Key Factors in Selection that Determine Quality of Hire 3.2 Talent development analytics: Predicting Performance, Measures to Track - Predictive Analysis, Acquisition effectiveness, Employee Training and Development Analytics 3.3 Talent Engagement Analytics: Employee Engagement Surveys, Variations in Employee Engagement across Days, Employee Engagement Levels in Teams, AI-driven analysis of employee engagement surveys 3.4 Talent Retention Analytics: Different Talent Retention approaches/strategies, Measures to Track: AI-supported retention strategies and risk indicators	15
IV	Collaboration analytics and Employee well being 4.1 Meaning and concept and Importance of Collaboration 4.2 Analyzing Collaboration, Organizational Network Analysis, Intervening in Organizational Networks 4.3 Employee Wellness Program Best Practices: Using Predictive Analytics, Predictive Analytics and AI models for employee well-being to Optimize Employee Wellness 4.4 Ethical Use of AI in HR: Bias, transparency, data privacy, and responsible AI practices	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Stages of Talent Life Cycle
2	Employee Engagement
3	What is Collaboration? Importance of Collaboration
4	Employee Wellness Program Best Practices: Using Predictive Analytics to Optimize Employee Wellness

Online Resources:

https://www.researchgate.net/publication/346757558_EMPLOYEE_ENGAGEMENT_TYPES_LEVELS_AND_RELATIONSHIP_WITH_PRACTICE_OF_HRM
https://freevideolectures.com/course/4676/nptel-human-resource-development/31
https://youtu.be/yZsF1paN71c
https://freevideolectures.com/course/2525/leadership-by-harvard-business/2

References:

1. HR Analytics – understanding theories and applications – Deepak Kumar

Bhattacharya

2. HR Analytics Essentials you always wanted to know (Self Learning Management Series)

Michael J Walsh

3. Predictive HR Analytics – Mastering HR Metrics – Dr. Martin Edwards and Kirsten Edwards

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60

60 Marks

Semester End Evaluation Paper Pattern		60 marks
Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		

Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

MAJOR (Human Resource Management)

Subject Name: Human Resource Planning and Information System **(4 credits)**

Learning Objective

- To understand the concepts, scope, processes, and tools of Human Resource Planning at both micro and macro levels.
- To develop knowledge of job analysis, job design, recruitment, and selection, including ethical issues and competency-based approaches.
- To analyze the role of Artificial Intelligence and analytics in HR forecasting, recruitment, strategic workforce planning, and decision-making.
- To examine the role of HRP practitioners, evaluation of HRP effectiveness, and measurement of return on investment in HR planning.
- To gain insights into HRIS, AI-integrated HR systems, security and ethical issues, and emerging trends shaping the future of Human Resource Management

Learning Outcomes:

- Understand and explain the concepts, scope, approaches, processes, and strategic importance of Human Resource Planning, including demand and supply forecasting techniques and barriers to effective HRP.
- Apply the principles of job analysis, job design, recruitment, selection, retention, and downsizing to match human resource requirements with organizational needs in different business contexts.

- Analyze the role of HRP practitioners, HR audits, return on investment in HRP, and evaluate HRP effectiveness under strategic options such as restructuring, mergers & acquisitions, and outsourcing.
- Evaluate HR planning decisions using HRP evaluation methods, HR metrics, and ROI analysis to assess their impact on organizational performance and manpower planning.
- Design and assess the use of Human Resource Information Systems (HRIS) for HR planning by examining data requirements, system components, security issues, and emerging trends in HR management software.

Sr No	Units/ Modules	No. of lectures
I	<p>Overview of Human Resource Planning (HRP)</p> <p>1.1 Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning.</p> <p>1.2 Process of HRP- at sub-unit and organizational (Macro and Micro) level, HR Demand Forecasting–Factors, Techniques – (Concepts Only) HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans</p> <p>1.3 Role of Artificial Intelligence in HR Forecasting: AI-based predictive analytics, workforce analytics, and machine-learning models for manpower demand and supply forecasting.</p> <p>1.4 Barriers in Effective Implementation of HRP and Ways to Overcome Them.</p> <p>1.5 Application of AI in Strategic HRP: AI-driven decision support systems, scenario planning, and data-driven strategic workforce planning.</p>	15
II	<p>Job Analysis, Recruitment and Selection</p> <p>2.1 Job Analysis-Meaning, Features and Advantages</p> <p>2.2 Use of AI in Job Analysis: AI tools for job description generation, competency mapping, and skills taxonomy development.</p> <p>2.3 Job Design: Concept, Issues. Competency Based Approach HR Forecasting</p> <p>2.4 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.</p> <p>2.5 Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection. • Employee Selection Tests: Meaning, Advantages and Limitations.</p> <p>2.6 AI in Recruitment and Selection: AI-based resume screening, chatbots for candidate engagement, video interview analytics, bias and ethical concerns in AI-enabled hiring.</p>	15
III	<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>	15

	<p>3.2 Return on Investment in HRP- Meaning and Importance. AI-enabled HR Analytics: Measuring ROI using AI dashboards, predictive performance indicators, and people analytics.</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. Outsourcing: HR functions outsourced, rationale for outsourcing, impact of outsourcing on manpower needs.</p> <p>3.5 AI and Workforce Restructuring: Automation impact on manpower planning, reskilling and upskilling strategies using AI insights.</p>	
IV	<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 AI-Integrated HRIS: AI-enabled HR dashboards, predictive HR analytics, intelligent decision-making systems, and automation of HR planning activities</p> <p>4.4 Security Issues in Human Resource Information Systems. HRIS for HRP AI Ethics and Governance in HRIS: Algorithmic transparency, data protection, and compliance.</p> <p>4.5 Emerging Trends: AI, machine learning, generative AI, cloud-based HR platforms, people analytics, and smart HR ecosystems.</p>	

Self-Learning Topics (unit wise)

S.No.	Unit	Topic
1	1.2	HR demand and supply forecasting
2	2.5	Recruitment & employee selection
3	3.4	Outsourcing
4	4.2	HRIS

Online Resources

<https://www.youtube.com/watch?v=wcP976S8DsM>

https://www.youtube.com/watch?v=S_1FyWMYBoo

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

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

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

<https://www.predictiveanalyticstoday.com/ten-trends-in-human-resource-management-software/>

Reference Books

- **Human Resource Information Systems: Basics, Applications, and Future Directions** - Richard D. Johnson, Kevin D. Carlson & Michael J. Kavanagh (Sage)
- **Human Resource Management: People, Data, and Analytics** - Talya Bauer, Berrin Erdogan & David Caughlin (SAGE)
- **Human Resource Planning and Information** - Booma Halpeth, Rajeesh Viswanathan, Satinder Gujral & Veena Prasad (Himalaya Publishing House)
- Planning and Managing Human Resources, 2nd e Rothwell, William J./ Kazanas, H. C. HRD Press – 2002
- Human Resource Planning, Deepak Bhattacharya
- The Handbook of human resource planning Gordon Mc Beath, Oxford: Blackwell, 1999

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Semester End Evaluation Paper Pattern		60 marks
Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7

Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q.4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

Discipline Specific Elective (Finance)

Subject Name: Financial Report & Analysis (4 credits)

Course Objectives:

- To acquaint the learners with various concepts of reporting.
- To enable the learners in understanding, developing, preparing and presenting the financial reports of banking companies.
- To enable the learners in understanding, developing, preparing and presenting the financial reports of insurance companies.
- To enable the learners in understanding, developing, preparing and presenting the financial reports of other companies.
- To acquaint the students about the provisions and implementations of Non-Banking Finance Companies.

Learning Outcomes:

- At the end of this course students shall possess the knowledge of developing, preparing and presenting the financial reports.

- Learners shall be able to apply the techniques of reporting in the decision making for the business corporate.
- Acquire the basic knowledge about rules and regulations of non-banking financial companies.
- Students will be enabled to analyze and judge the effectiveness of different companies, helping them in choosing the most suitable one for investment purpose.

Unit	Module	No. of Lectures
I	Final Accounts of Banking Company 1.1 Legal provisions in Banking Regulation Act, 1949 relating to accounts. 1.2 Statutory reserves including Cash Reserve and Statutory Liquid Ratio. 1.3 Bills purchased and discounted, rebate on bills discounted. 1.4 Final Accounts in prescribed form. 1.5 non-performing assets and income from non-performing assets, 1.6 Classification of Advances, standard, sub-standard, doubtful and provisioning requirements. 1.7 Capital adequacy, Computation of Risk-Weighted Assets. 1.8 Practical Problems.	15
II	Final Accounts of Insurance Companies (Excl. Life Insurance) 2.1 Preparation and Presentation of Corporate Final Accounts of Insurance Companies. 2.2 Final accounts in accordance with Insurance Legislation. 2.3 Study of Accounting Policies from annual reports of Listed Insurance Companies. 2.4 Practical Problems.	15
III	Preparation of Final Accounts of Companies 3.1 Relevant Provisions of Companies Act relating to preparation of final accounts (excluding Cash flow Statement). 3.2 Preparation of Financial Statements as per Companies Act. 3.3 IND AS – 1 in relation to Final Accounts of Companies (disclosure of Accounting Policies). 3.4 Practical Problems.	20
IV	Non-Banking Financial Companies 4.1 Introduction, Definition, Registration and Regulation, Classification, Income recognition, Accounting of Investment, Applicability of Prudential Norms, Assets Classification, Non-performing Assets Capital Adequacy.	10
Total		60

Self-Learning Topics (Unit wise)

1	Final Accounts of Banking Company
2	Final Accounts of Insurance Companies
4	Preparation of Final Accounts of Companies
4	Non – Banking Finance Companies

Online Resources

<https://www.crisil.com/en/home/our-analysis/reports/2020/08/crisil-nbfc-sector-report.html>
https://www.icaai.org/post.html?post_id=5189&c_id=91
https://mca.gov.in/MCA21/dca/RegulatoryReport/pdf/Nbfc_Companies.pdf
https://m.rbi.org.in/Scripts/bs_nbfclist.aspx
<https://www.investopedia.com/terms/n/nbfc.asp>

Reference Books

1. Financial and Management Accounting: An Introduction, Bierman, H. Macmillan, New York.
2. Schaum's Financial Accounting, Jae K Shim and Joel G Siegel, Mc Graw Hill Publications.
3. Financial Accounting: An Introduction to Concepts, Methods and Uses. Clyde P. Stickney, Roman L. Weil, Katherine Schipper.
4. Financial Accounting, Jain S. P., Narang K. L., Kalyani Publishers, Delhi.
5. Financial Accounting, Dr. V. K. Goyal, Published by Excel Books.

Evaluation Pattern:

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15
2	Online examination	20
3	Active participation in routine class instructional deliveries	5

B) Summative Assessment

60 Marks

Q. No.	Particulars	Marks
1	Full Length Question (Practical) OR Full Length Question (Practical)	15
2	Full Length Question (Practical) OR Full Length Question (Practical)	15

3	Full Length Question (Practical) OR Full Length Question (Practical)	15
4	Q4(A) or Q4(B) AND Q4(C) or Q4 (D) (Practical or theory)	8 & 7
Note	15 marks question may be divided into sub questions of 10 and 5 or 5, 5 and 5 marks if required.	

Discipline Specific Elective (Marketing)

Subject Name: Luxury Brand Management (4 credits)

Course Objectives:

- To develop a comprehensive understanding of luxury branding concepts and the unique characteristics of luxury products and services.
- To familiarise students with the evolution, positioning, and management of global and Indian luxury brands across industries such as fashion, automobiles, hospitality, jewellery, and lifestyle.
- To build capability in analysing luxury consumer behaviour, buying motivations, and customer experience management.
- To understand branding strategies related to luxury identity, exclusivity, premium pricing, storytelling, and brand heritage.
- To examine digital transformation in luxury marketing including social media, influencer marketing, e-commerce, and experiential branding.
- To analyse challenges in luxury brand management such as counterfeiting, sustainability, globalization, and changing consumer expectations.
- To prepare students for careers in luxury retail, brand management, fashion marketing, premium customer relationship management, and lifestyle industries.

Course Learning Outcomes (CO):

After successful completion of the course, learners will be able to:

1. **Define and explain** key concepts, principles, and characteristics of luxury brand management.
2. **Analyse** luxury consumer behaviour and factors influencing purchasing decisions in premium markets.
3. **Evaluate** luxury branding strategies related to positioning, pricing, communication, and customer experience.
4. **Apply** branding and marketing concepts to develop strategies for luxury products and services.
5. **Assess** the impact of digital platforms, sustainability, and globalization on luxury brand management.
6. **Develop** luxury brand strategies and campaigns aligned with market trends and consumer expectations.

Unit	Content	No. of Lectures
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I	Foundations of Luxury Brand Management 1.1 Introduction to luxury: Definitions, scope, and characteristics 1.2 Evolution of luxury brands: Historical and cultural perspectives 1.3 Socio Economic Classification applicable to Luxury Brands. 1.4 Luxury vs premium vs mass brands 1.5 Luxury value proposition: Functional, emotional, and symbolic value 1.6 Brand identity, heritage, and storytelling 1.7 Exclusivity, rarity, scarcity, and pricing philosophies 1.8 Brand architecture, innovation, and portfolio management 1.9 Distribution strategies and global luxury conglomerates 1.10 Indian luxury market and iconic brand case study	15
II	Luxury Consumer Behaviour and Experience Management 2.1 Luxury consumer psychology, motivation, and status consumption 2.2 Cultural, social, and generational influences on luxury consumption 2.3 Decision-making process and customer journey in luxury buying 2.4 Experiential and sensory marketing in luxury 2.5 Store design, atmospherics, and service excellence 2.6 Personal selling, relationship management, and clienteling 2.7 Digital touchpoints and omnichannel luxury experience 2.8 Emotional branding, loyalty, and ethical consumption 2.9 Case study: Luxury retail and experience strategy	15
III	Strategic Marketing and Communication for Luxury Brands 3.1 Luxury brand positioning and differentiation strategies 3.2 Strategic brand storytelling and narrative building 3.3 Integrated marketing communication for luxury brands 3.4 Advertising, celebrity endorsement, and influencer strategies 3.5 Fashion shows, events, and experiential brand launches 3.6 Public relations, reputation, and crisis management 3.7 Digital marketing and social media paradox in luxury 3.8 Omni-channel, e-commerce, and global market entry strategies 3.9 Case study: Global luxury brand campaign	15
IV	Contemporary Issues, Sustainability and Research in Luxury 4.1 Sustainability, ethics, and responsible luxury 4.2 Circular economy and sustainable innovation in luxury 4.3 Technology, AI, personalization, and digital luxury 4.4 Luxury in emerging markets and new-age luxury brands 4.5 Luxury services: Hospitality, travel, and experience economy 4.6 Managing heritage versus modernity in luxury brands 4.7 Mergers, acquisitions, and strategic alliances in luxury 4.8 Measuring luxury brand equity and valuation 4.9 Research orientation, future trends, and student presentations	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Luxury brand heritage and storytelling

2	Digital transformation in luxury retail
3	Sustainability initiatives of global luxury brands

Online Resources

<http://www.digimat.in/nptel/courses/video/110107161/L26.html> Fashion and Luxury Brand Management – Coursera

<https://www.youtube.com/watch?v=eeLcI2scuTI>

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

Reference Books:

- Kapferer, J.-N., & Bastien, V. (2025). The Luxury Strategy: Break the rules of marketing to build luxury brands (3rd ed.). Kogan Page
- Chevalier, M., & Mazzalovo, G. (2020). Luxury Brand Management in Digital and Sustainable Times (4th ed.). Wiley.
- Okonkwo, U. (2016). Luxury Fashion Branding: Trends, tactics, techniques (Illustrated ed.). Palgrave Macmillan.
- Tungate, M. (2009). Luxury world: The past, present and future of luxury brands. Kogan Page

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Question Number	Particulars	Marks
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Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q.4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

Discipline Specific Elective (Human Resource Management)

Subject Name: Industrial Relations (4 credits)

Learning Objectives:

- To understand the nature, scope, and importance of industrial relations in the context of modern organizations and the evolving world of work.

- To examine the roles of employers, employees, trade unions, and the government in maintaining harmonious industrial relations.
- To develop awareness of labour laws, industrial disputes, and collective bargaining mechanisms influencing workplace relations.
- To analyse the causes and consequences of industrial conflicts, including strikes, lockouts, and employee grievances.
- To evaluate the impact of industrial relations on productivity, employee morale, organizational stability, and economic development.
- To integrate ethical practices, social responsibility, and legal compliance into industrial relations decision-making.
- To prepare students for careers in human resource management, labour relations, compliance, and employee relations functions.

Learning Outcomes:

- Remember key concepts, institutions, and legal provisions related to industrial relations and labour management.
- Understand the functioning of trade unions, collective bargaining processes, and dispute resolution mechanisms.
- Analyse industrial relations issues using legal, economic, and behavioural perspectives to support sound managerial judgment.
- Apply industrial relations principles to workplace scenarios involving negotiations, grievance handling, and conflict management.
- Evaluate industrial relations strategies and policies for their effectiveness in promoting workplace harmony and compliance.
- Create fair and sustainable industrial relations frameworks that balance organizational goals with employee rights and social responsibility.

Unit	Content	No. of Lectures
I	<p>Introduction to Industrial relations</p> <p>1.1 Industrial Relations: Meaning and concept of IR, Scope and aspects of IR, Functions of IR, Objectives of IR,</p> <p>1.2 Parties to IR: Employer, Employees, Government, Significance of IR in modern industry, Evolutionary shift in IR (from conflict to cooperation),</p> <p>1.3 Managing Industrial Relations in the Post-Pandemic Workplace and Introduction to four Labour codes: Code on Wages, 2019, Industrial Relations Code, 2020, Code on Social Security, 2020, Occupational Safety, Health & Working Conditions (OSH) Code, 2020</p> <p>1.4 Introduction to Wage Legislation: concept and importance of wages, Objectives and need for wage regulation, Consolidation of wage laws under the Code on Wages, Minimum wages – fixation, revision, and payment. Floor wage concept</p>	15

	<p>1.5 Payment of Wages and Bonus: Mode and time of payment of wages, Deductions and permissible limits, Payment of bonus – eligibility and calculation, Gender equality and equal remuneration</p> <p>1.6 Enforcement, Claims & Penalties: Authorities and inspectors-cum-facilitators, Maintenance of records and registers, Claims and appeals. Offences, penalties, and compounding of offences</p>	
II	<p>Industrial Relations Code, 2020</p> <p>2.1 Industrial Relations Code, 2020: Concept, objectives, and scope, Evolution of industrial relations laws, Parties to industrial relations, Features of Industrial Relations Code, 2020</p> <p>2.2 Trade Unions: Trade unions: meaning, functions, and types, Registration of trade unions, Rights, duties, and liabilities, Recognition of negotiating union / negotiating council.</p> <p>2.3 Standing Orders & Employment Conditions: Concept and importance of standing orders, Certification of standing orders, Conditions of employment, Fixed-term employment</p> <p>2.4 Industrial Disputes & Dispute Resolution: Concept and causes of industrial disputes, Strikes, lockouts, lay-off, retrenchment, and closure, Dispute resolution machinery:</p> <p>2.5 Works Committee, Grievance Redressal Committee, Conciliation, Labour Court, Tribunal, National Tribunal</p> <p>2.6 Case studies on industrial disputes and Trade Union</p>	15
III	<p>Code on Social Security, 2020</p> <p>3.1 Introduction to Social Security: Objectives and scope, Need for social security in India, Salient features of the Code</p> <p>3.2 Social Security Schemes: Employees’ Provident Fund (EPF), Employees’ State Insurance (ESI), Gratuity, Maternity benefit, Employees’ compensation.</p> <p>3.3 Coverage of Unorganized, Gig & Platform Workers: Definition of unorganized, gig, and platform workers, social security schemes for informal sector, Registration and eligibility, National and State Social Security Boards</p> <p>3.4 Administration, Compliance & Benefits: Authorities and institutional framework, Funding and contribution mechanisms, Claims, benefits, and dispute settlement, Penalties and offences</p> <p>3.5 Examples on social security schemes</p>	15
IV	<p>Occupational Safety, Health & Working Conditions (OSH) Code, 2020</p> <p>4.1 Introduction to OSH Code: Concept of occupational safety and health, Objectives and scope, Need for OSH legislation, Salient features of OSH Code</p> <p>4.2 Health, Safety & Welfare Provisions: Working hours and weekly rest, Leave with wages, Health, safety and welfare measures, Types of labour welfare, Labour welfare measures in India, Safety committees</p> <p>4.3 Working Conditions & Special Provisions: Conditions for women workers, Contract labour, Inter-state migrant workers, Working journalists and sales promotion employees</p>	15

4.4 Compliance, Inspection & Penalties: Duties of employer and employee, Inspector-cum-facilitator system, Licensing and registration, Offences and penalties
4.5 Case studies on working conditions and welfare measures

Self-Learning topics (Unit wise):

Sr. No	Topic
1	1.3 Introduction to labour codes - https://www.youtube.com/watch?v=KMCrI-wByj8
2	2.1 Industrial relations - https://www.youtube.com/watch?v=Hv_UACICJ7g
3	3.2 Social security schemes - https://www.youtube.com/watch?v=43s7TsW0IIM

References

- Taxmann - New Labour Laws – Set of 4 Bare Acts (2026 Edition), Official text of all four Labour Codes, with latest rules
- Bharat Law House Set of 4 Labour Codes – Bare Acts (2026), Compact & exam-friendly statutory text
- C.S. Venkata Ratnam – *Industrial Relations*
- P.R.N. Sinha – *Industrial Relations, Trade Unions and Labour Legislation*
- Labour Codes of India (Bare Acts)
- ILO Reports on Industrial Relations

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment 40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Semester End Evaluation Paper Pattern	60 marks
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Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

Minor: Finance/ Marketing/ Human Resource Management

Subject Applied Business Research (4 credit)

Course Objective:

- To help students understand what research is and how it is used in business and commerce.

- To teach students how to find, read and organize academic literature.
- To introduce basic research design, data collection and simple data analysis tools.
- To help students interpret data and write clear research summaries or reports.
- To make students aware of research publication processes, journal quality and ethical research practice

Learning Outcomes:

- Identify research problems and frame clear research questions based on business situations.
- Search, review and organize academic literature using proper citation styles and reference management tools.
- Design basic research frameworks and analyses data using tools like Excel, Google Sheets, SPSS or Jamovi.
- Interpret data accurately and present findings in clear, structured reports or summaries.
- Understand how research is published, evaluate journal quality using indexing systems, and follow ethical standards in academic writing.

Unit	Content	No. of Lectures
I	Foundations of Research Thinking and Approaches 1.1 Nature and purpose of research in commerce 1.2 Research paradigms: Positivism, Post-positivism, Interpretivism, Pragmatism 1.3 Epistemology and ontology in research 1.4 Formulating research questions and identifying research gaps 1.5 Theory building and logic of inference 1.6 Reliability, validity and triangulation in research 1.7 Ethical foundations in research 1.8 Responsible use of AI tools in research 1.9 Digital data sources: government, corporate and open-access datasets 1.10 Online data collection and web-based research methods	15
II	Literature Review, Reference Management and Academic Integrity 2.1 Meaning and purpose of a literature review 2.2 Types of literature reviews: narrative, systematic, scoping, integrative 2.3 Sources of academic literature: journals, books, reports, thesis 2.4 Steps in conducting a literature review: search, screen, extract, organize, synthesize 2.5 Reading strategies for academic papers: skimming, scanning, identifying arguments 2.6 Reference management: concept, importance, organization 2.7 Citation styles: APA, MLA, Chicago, Harvard 2.8 Open-source reference tools: Zotero, Mendeley, Zotero Bib 2.9 Digital tools for literature search: Google Scholar, SSRN, ResearchGate, BASE, Connected Papers 2.10 Academic integrity: paraphrasing, quoting, preventing plagiarism	15

III	Research Design, Theoretical Frameworks and Data Analysis Tools 3.1 Research design: concept, purpose and components 3.2 Conceptualization and operationalization of variables 3.3 Building theoretical and conceptual frameworks 3.4 Linking theory to research methods 3.5 Introduction to data preparation: data entry, cleaning, coding 3.6 Overview of analytical tools: Excel, SPSS, Jamovi, 3.7 Descriptive statistics using software 3.8 Pivot tables, charts and visualizations 3.9 Correlation, simple regression and hypothesis testing using software (concept + output) 3.10 Ethical and responsible use of data and analytical software tools	15
IV	Research Interpretation, Publication, Indexing and Communication 4.1 Interpreting quantitative and qualitative findings 4.2 Identifying patterns, trends and drawing conclusions 4.3 Writing insight briefs and analytical summaries 4.4 Structure of a research report: introduction, literature review, methods, results, discussion 4.5 Academic publication process and peer review 4.6 Indexing systems: Scopus, Web of Science, UGC-CARE 4.7 Journal quality metrics: Impact Factor, CiteScore, SJR, SNIP 4.8 Author metrics: h-index, i10-index, citation counts, Altmetrics 4.9 Predatory journals and ethical publication practices 4.10 Communicating research to academic and managerial audiences	15

Online Resources

Topic	Video Link
Introduction to Research	https://www.youtube.com/watch?v=W5tQYcJ8Vjs
Research Problem & Questions	https://www.youtube.com/watch?v=pn8V4aH0ZqE
Research Design	https://www.youtube.com/watch?v=0fBzCydXwrA
Reliability & Validity	https://www.youtube.com/watch?v=ej4QFgjJAyQ
Research Ethics	https://www.youtube.com/watch?v=JtqSE9IVriE
Literature Review: Meaning & Importance	https://www.youtube.com/watch?v=rWEkrPjRz9c
Steps in Literature Review	https://www.youtube.com/watch?v=EoIWquPntjs
Types of Literature Review	https://www.youtube.com/watch?v=cSyEcOJx15E
Referencing & Citation Styles	https://www.youtube.com/watch?v=yqFqZMgYkKg
Plagiarism & Academic Integrity	https://www.youtube.com/watch?v=UecpHiYIOog
Quantitative Data Analysis	https://www.youtube.com/watch?v=SghGM4ZkSgI

Qualitative Research	https://www.youtube.com/watch?v=twB9LsuzBUw
Hypothesis & Hypothesis Testing	https://www.youtube.com/watch?v=O6IYxX2HAdE
Research Report Writing	https://www.youtube.com/watch?v=IYr5yRvCNrA
Publication Process & Peer Review	https://www.youtube.com/watch?v=H-tySPLsQpM
Reference Management Tools Overview	https://www.youtube.com/watch?v=iu1Lu2mOSNA

Recommended Textbooks

- **Kothari, C. R. & Garg, G.** – Research Methodology: Methods and Techniques (New Age International)
- **Creswell, John W. & Creswell, J. David** – Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (SAGE)
- **Saunders, Lewis & Thornhill** – Research Methods for Business Students (Pearson)
- **Sekaran, Uma & Bougie, Roger** – Research Methods for Business: A Skill-Building Approach (Wiley)
- **Cooper, Donald R. & Schindler, Pamela S.** – Business Research Methods (McGraw Hill)

Books for Literature Review & Referencing

- **Machi, Lawrence A. & McEvoy, Brenda T.** – The Literature Review: Six Steps to Success (Corwin)
- **Ridley, Diana** – The Literature Review: A Step-by-Step Guide for Students (SAGE)
- **Lipson, Charles** – Cite Right: A Quick Guide to Citation Styles (University of Chicago Press)

Books for Data Analysis & Statistics

- **Pallant, Julie** – SPSS Survival Manual (Routledge)
- **Levin, Richard I. & Rubin, David S.** – Statistics for Management (Pearson)
- **Gupta, S. P.** – Statistical Methods (Sultan Chand & Sons)

Books for Academic Writing & Publication

- **Turabian, Kate L.** – A Manual for Writers of Research Papers, Theses, and Dissertations
- **Wallwork, Adrian** – English for Writing Research Papers (Springer)
- **Day, Robert A. & Gastel, Barbara** – How to Write and Publish a Scientific Paper (Cambridge)

Free & Open Educational Resources

- **IGNOU eGyankosh Research Methodology Material** – <https://egyankosh.ac.in>
- **UGC ePG Pathshala Modules (Research Methodology)** – <https://epgp.inflibnet.ac.in>

EXAMINATION PATTERN:

Summative Evaluation	Formative Evaluation
External = 60 marks Duration: 2 hours	Internal = 40 marks An the following methods of assessment may be undertaken:

Summative Assessment QUESTION PAPER PATTERN SEMESTER VII (SEM-END EXAM)	1. Assignment/Project -20 Marks
	2. SLE/Presentation -20 Marks
Note: Guidelines for Internal Assessment will be as per university norms.	

Semester End Evaluation Paper Pattern

60 marks

Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q.4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		

Part 4 - The Scheme of Teaching and Examination

Semester – VIII (HONOR) (Summary)

Sr No	Choice Based Credit		Name of Subject
1	MAJOR	Finance	International Economics
			Financial Modelling & Business Valuation
			Behavioral finance
		Marketing	International Economics
			Strategic Marketing & Design Thinking
			International Marketing
		Human resource management	International Economics
			Knowledge management
			Business Ethics & Corporate Governance
2	DISCIPLINE SPECIFIC ELECTIVE	Finance	FinTech
		Marketing	Sustainable & Green Marketing
		Human resource management	Strategic human Resource management
3	INTERNSHIP		Internship

Fourth Year Semester VIII (HONOR) Internal and External Detailed Scheme

Sr. No.	Particulars	Subject Title	Periods Per Week					Credit	Internals				External	Total Marks	
			Units	SL	L	T	P		SLE/AP	CT/PE	CP	T			SEE
1	MAJOR	FINANCE	International Economics	4	20%*	4	0	0	4	15	20	5	40	60	100
			Financial Modelling & Business Valuation	4	20%*	4	0	0	4	15	20	5	40	60	100
			Behavioral finance	4	20%*	4	0	0	4	15	20	5	40	60	100
		MARKETING	International Economics	4	20%*	4	0	0	4	15	20	5	40	60	100
			Strategic Marketing & Design Thinking	4	20%*	4	0	0	4	15	20	5	40	60	100
			International Marketing	4	20%*	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOURCE MANAGEMENT	International Economics	4	20%*	4	0	0	4	15	20	5	40	60	100
			Knowledge management	4	20%*	4	0	0	4	15	20	5	40	60	100
			Business Ethics & Corporate Governance	4	20%*	4	0	0	4	15	20	5	40	60	100
2	DISCIPLINE SPECIFIC ELECTIVE	FINANCE	FinTech	4	20%*	4	0	0	4	15	20	5	40	60	100
		MARKETING	Sustainable & Green Marketing	4	20%*	4	0	0	4	15	20	5	40	60	100

		HUMAN RESOURCE MANAGEMENT	Strategic human Resource management	4	20%*	4	0	0	4	15	20	5	40	60	100
3	INTERNSHIP			4									40	60	100
	TOTAL								20						500

SL: Self Learning, L: Lecture, T: Total, P: Practical, SLE- Self learning evaluation, CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment
PA- Project Assessment, AP – Assignment project, PE – practical Examination

Fourth Year Semester – VII Units – Topics – Teaching Hours

	S. N	Subject Unit Title	Lectures	No. of lectures	Credit	Total Marks
MAJOR (FINANCE)	1	I Foundations and Frameworks of International Economics and Global Competitiveness	15	60	4	100
		II Balance of Payments, Exchange Rates and International Monetary System	15			
		III Trade Policy, Economic Integration, and Global Trade Governance	15			
		IV Contemporary Global Economic Issues and Policy Challenges	15			
	2	I Understanding Financial Modelling and Financial statement	15	60	4	100
		II Financial Ratios & Business finance	15			
		III Equity Research Modeling	15			
		IV Business Valuation	15			
	3	I Success and Failure: Understanding Behavioral Traits and Behavioral Obstacles to value investing	15	60	4	100

		II	Contrarian Investing, Growth Trap and commodity Investing	15				
		III	Public Sector and Initial Public Offerings	15				
		IV	Sector Investing, Index Investing and Investor Behavior based Finance	15				
MAJOR (MARKETING)	4	I	Foundations and Frameworks of International Economics and Global Competitiveness	15	60	4	100	
		II	Balance of Payments, Exchange Rates and International Monetary System	15				
		III	Trade Policy, Economic Integration, and Global Trade Governance	15				
		IV	Contemporary Global Economic Issues and Policy Challenges	15				
	5	I	Strategic marketing – foundations and market analysis	15	60	4	100	
		II	Strategic marketing – strategy formulation and contemporary issues	15				
		III	Design thinking – principles and process	15				
		IV	Design thinking – applications in strategic marketing	15				
	6	I	Introduction to International Marketing & Trade	15	60	4	100	
		II	International Marketing Environment and Marketing Research	15				
		III	International Marketing Mix	15				
		IV	Developments in International Marketing	15				
		7	I	Foundations and Frameworks of	15	60	4	100

MAJOR (HUMAN RESOURCE MANAGEMENT)			International Economics and Global Competitiveness				
		II	Balance of Payments, Exchange Rates and International Monetary System	15			
		III	Trade Policy, Economic Integration, and Global Trade Governance	15			
		IV	Contemporary Global Economic Issues and Policy Challenges	15			
	8	I	Foundations of Knowledge Management	15	60	4	100
		II	Knowledge Models and Intellectual Capital	15			
		III	KM Integration in the Employee Lifecycle	15			
		IV	Digital Transformation, AI, and Case Studies	15			
	9	I	Introduction to Business Ethics	15	60	4	100
		II	Corporate Ethics & Corporate Governance	15			
		III	Regulatory Framework & Governance Mechanisms	15			
		IV	Ethics, Governance, Sustainability & Global Issues	15			
DSE (FINANCE)	10	I	Introduction to Fintech	15	60	4	100
		II	Technologies used in Fintech	15			
		III	Role of Fintech Companies	15			
		IV	Fintech: laws, issues, challenges and future	15			
DSE (MARKETING)	11	I	Foundations of Sustainability and Green Marketing	15	60	4	100
		II		15			
		III	Sustainable Product, Communication, Channels, and Policy Frameworks	15			
		IV	Ethics, Greenwashing, Sector Applications	15			

DSE (HUMAN RESOURCE MANAGEMENT)	12	I	Strategic Human Resource Management: Overview	15	60	4	100
		II	Human Resource Strategies	15			
		III	Human Resource Strategies	15			
		IV	Recent Trends in Strategic Human Resource Management	15			
INTERNSHIP	13					4	100
TOTAL							500

- **Lecture Duration – 1 hr**
- **For theory papers One credit =15 hrs**

SEMESTER – VIII (HONORS)

Part 5 - Detailed Scheme

MAJOR (Finance/Marketing/Human Resource Management)

Subject Name: International Economics (4 CREDITS)

Course Objectives

The course aims to:

- Introduce students to the conceptual foundations of international economics and global trade.
- Develop understanding of modern trade theories, international business models, and competitiveness frameworks.
- Analyse the structure and functioning of the Balance of Payments, exchange rate systems, and international monetary mechanisms.
- Examine trade policies, regional trade agreements, and multilateral institutions influencing global commerce.
- Evaluate contemporary global economic issues such as inequality, migration, digital transformation, climate change, and geopolitical disruptions

Learning Outcomes:

After completing this course, students will be able to:

- Explain the nature, scope, and importance of international economics, and distinguish between domestic and international trade.
- Apply classical and modern theories (New Trade Theory, Gravity Model, Product Life Cycle, Technology Gap) to analyse global trade patterns.
- Interpret the structure and functioning of the Balance of Payments, exchange rate mechanisms, and the evolution of the international monetary system.

- Assess trade policies, protectionist measures, and the role of regional and multilateral trade agreements in global integration.
- Examine contemporary issues - AI, global inequality, migration, geopolitics, and supply chain disruptions - shaping international trade dynamics.

Unit	Contents	No. of Lectures
I	<p>Foundations and Frameworks of International Economics and Global Competitiveness</p> <p>1.1 Nature, Scope, and Importance of International Economics</p> <p>1.2 Modern Perspectives on Global Trade and Economic Integration: New Trade Theory (Paul Krugman), Gravity Model of trade, Product Life Cycle, Technology Gap Theory</p> <p>1.3 Theories and Models of International Business and Competitiveness: EPRG Model, Hofstede's Cultural Dimensions, PESTEL Analysis</p>	15
II	<p>Balance of Payments, Exchange Rates and International Monetary System</p> <p>2.1 Balance of Payments: Structure and components of the Balance of Payments (bop), Disequilibrium in bop and its adjustment mechanisms</p> <p>2.2 Currency Convertibility: Current Account and Capital Account Convertibility</p> <p>2.3 Determination of exchange rates: fixed, floating, and managed float</p> <p>2.4 International Monetary System; Evolution of International Monetary System, Gold Standard, Bretton Wood System</p>	15
III	<p>Trade Policy, Economic Integration, and Global Trade Governance</p> <p>3.1 Free trade vs. protectionism</p> <p>3.2 Tariff and non-tariff barriers</p> <p>3.3 Economic integration: Types, Benefits and challenges</p> <p>3.4 Regional Economic Groupings and Strategic Trade Partnerships": India–UK Comprehensive Economic and Trade Agreement (UK–India FTA, Regional Comprehensive Economic Partnership (RCEP), India–European Free Trade Association Trade and Economic Partnership Agreement (India–EFTA TEPA), QUAD Economic Dialogue</p> <p>3.5 Asian Development Bank: Roles and responsibilities</p>	15
IV	<p>Contemporary Global Economic Issues and Policy Challenges</p> <p>4.1 Globalization vs. Deglobalization debate</p> <p>4.2 AI and Labor Market Dynamics</p> <p>4.3 Digital Currency: CBDC vs Cryptocurrencies</p> <p>4.4 Global inequality: Income Inequality, Regional Inequality, Migration: Benefits & Challenges, Development finance: Loans and grants from international financial institutions (IMF, World Bank, ADB)</p> <p>4.5 Geopolitics and International Trade: Trade Wars, Sanctions and Global Supply Chain Disruptions</p> <p>4.6 Global economic governance - G20, BRICS, and emerging power blocs</p>	15

Self – Learning topics (Unit wise)

Sr. No	Unit	Topic
1	1	Role of IMF and World Bank
2	2	Balance of Payments-Components
3	3	Protection vs Free Trade
4	4	Trade Wars and Sanctions

Online Resources:

- NPTEL: International Economics by Prof. A. Das (IIT Delhi) – <https://archive.nptel.ac.in/courses/110/107/110107130/>
- IMF Official Resource: Balance of Payments and Financial Stability – <https://www.imf.org/en/Publications>
- World Bank Data Portal: Exchange Rates and Global Indicators – <https://data.worldbank.org>
- SWAYAM – Global Trade and Regional Integration (UGC Course): <https://swayam.gov.in/>
- Observer Research Foundation (ORF): Policy Briefs on India–UK FTA, RCEP, and IPEF – <https://www.orfonline.org/>
- The Diplomat: Analysis of Indo-Pacific Economic Partnerships – <https://thediplomat.com>
- World Economic Forum: Global Risks Report & AI Impact Studies <https://www.weforum.org/reports>
- G20 Official Portal: Global Economic Governance Updates – <https://www.g20.org/en/>
- MOOC – Sustainable Development and Globalization (University of Geneva): <https://www.coursera.org>

Recommended Text:

1. Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2023). *International Economics: Theory and Policy*. Pearson Education.
2. Salvatore, D. (2022). *International Economics*. Wiley.
3. Carbaugh, R. J. (2021). *International Economics*. Cengage Learning.
4. Todaro, M. P., & Smith, S. C. (2020). *Economic Development*. Pearson.
5. *International Business: Competing in the Global Marketplace* by Charles W. L. Hill.
6. *International Business: Concept, Environment and Strategy*, 3e by Vyuptakesh Sharan Pearson Education
7. *International Business: The Challenges of Globalization* by John J. Wild and Kenneth L. Wild 4. Rakesh, M. J. *International Business*, New Delhi, Oxford University Press.
8. Aswathappa, A. . *International Business*, 2e. Tata McGraw-Hill Education

Supplementary Readings

- a. Bhagwati, J. (2019). *In Defense of Globalization*. Oxford University Press.
- b. Krugman, P. (2020). *Pop Internationalism*. MIT Press.
- c. WTO (2024). *World Trade Report*. Geneva: World Trade Organization.
- d. IMF (2024). *World Economic Outlook*. Washington, D.C.
- e. World Bank (2024). *Global Economic Prospects*.

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks

2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Summative Assessment Question Paper Pattern Semester VII (Sem-End Exam)

Duration: 2 hours

Marks: 60

Q. 1. Answer the following (two out of three) (Unit I) (15 marks)

Q. 2. Answer the following (two out of three) (Unit II) (15 marks)

Q.3. Answer the following (two out of three) (Unit II) (15 marks)

Q.4. Answer the following (two out of three) (Unit II) (15 marks)

MAJOR (Finance)

Subject Name: Financial Modelling & Business Valuation (4 CREDITS)

Course Objectives

- To acquaint the learners with the concepts, structure, and application of financial modelling using financial statements for analysis and decision-making.
- To enable the learners to understand and apply financial ratios, time value of money, cost of capital, leverage, and project finance concepts in business finance.
- To develop learners' ability to prepare and analyze equity research models through forecasting, valuation techniques, and financial projections.
- To enable the learners to understand and apply various business valuation concepts, methods, and assumptions for valuing firms, assets, and shares.
- To equip learners with analytical and presentation skills required for preparing financial analysis reports, valuation models, and investment-related decisions.

Learning Outcomes

- At the end of this course, students shall possess the knowledge of building financial models and analyzing income statements, balance sheets, and cash flow statements.
- Learners shall be able to apply financial ratios, project evaluation techniques, and business finance concepts for effective financial decision-making.
- Students will be able to prepare equity research models including financial forecasts, DCF valuation, and relative valuation techniques.
- Learners shall be able to analyze businesses and assets using appropriate valuation methods for shares, fixed assets, and intangible assets.

- Students will be enabled to prepare structured financial analysis and valuation reports and interpret results for investment and business decisions.

Unit	Content	No. of Lectures
I	Understanding Financial Modelling and Financial statement 1.1 Building a Financial model 1.2 Basic Case Study-Building Financial Model 1.3 Understanding Income Statement, Balance Sheet, Cash Flow Statement › Financial Analysis Techniques › Financial Statement Application › Du point Analysis › Peer to peer analysis	05
II	Financial Ratios & Business finance 2.1 Ratio analysis of industries 2.2 Peer to peer analysis 2.3 Preparation of Financial Analysis report on an industry 2.4 Time value of money 2.5 Long term financing 2.6 Cost of capital 2.7 Measure of Leverage Project Finance 2.8 Project evaluation; stage of project; construction & development phase; funding during investment phase 2.9 Costs during investment phase 2.10 Life of project 2.11 Decision making	10
III	Equity Research Modeling 3.1 Prepare an Income Statement, Balance sheet, Cash Flow Statement, Cost Statement, Debt Sheet, Analyze Revenue Drivers 3.2 Forecast Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement. 3.3 Performa Adjustments, Income Statement - Compute Margins, Balance Sheet Compute Ratios 3.4 Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart) 3.5 Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview, Sector Overview	30
IV	Business Valuation <ul style="list-style-type: none"> • Introduction to Valuation, Value, Distinction between Price and Value Foundation of Business Valuation, Purpose of business valuation • Valuation of Fixed Assets: Related costs in relation to fixed asset valuation, Self-constructed fixed assets, Assets acquired in exchange, Fixed assets held for disposal, Valuation of Shares: Basics of Company analysis and stock selection <ul style="list-style-type: none"> • Introduction to Goodwill, Patent, Copyright and Trademark • Valuation of Goodwill (practical questions) 	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Understanding Financial Modelling and Financial statement
2	2	Financial Ratios & Business finance
3	3	Equity Research Modeling
4	4	Business Valuation

Online Resources

- <https://www.youtube.com/watch?v=kWn7I9kQqWw>
- <https://www.youtube.com/watch?v=TXcc3DqnbDQ>

Reference Books

- Valuation: Measuring and Managing the value of Companies: Thomas Copeland- Wiley
- The Handbook of Advance Business Valuation: Rovert F Reilly and Robert Swhweish: Mc Graw hill
- Business Valuation: Pitabas Mohanty- Taxmann
- Valuation- Measuring and Managing the value of Companies: Tim Koller- Mc Kinsey & Co

Evaluation Pattern:

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15
2	Online examination	20
3	Active participation in routine class instructional deliveries	5

B) Summative Assessment

60 Marks

Q.No.	Particulars	Marks
1	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
2	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
3	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
4	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
Note	15 marks question may be divided into sub questions of 10 and 5 or 5, 5 and 5 marks if required.	

MAJOR (Finance)

Subject Name: Behavioral finance (4 CREDITS)

Course Objectives

- To acquaint the learners with the behavioral traits, psychological biases, and human decision-making patterns that influence success and failure in investment decisions.
- To enable the learners to understand behavioral obstacles to value investing, asset allocation, risk aversion, and different investment styles.
- To develop learners' ability to analyse contrarian investing, growth traps, and commodity investing through the lens of investor psychology and behavioral anomalies.
- To familiarize the learners with behavioral aspects of public sector investments and initial public offerings and their impact on market perception and investor behaviour.
- To enable the learners to understand sector investing, index investing, and the role of investor behavior in shaping stock prices, corporate behavior, and financial markets.

Learning Outcomes

- At the end of this course, students shall possess the knowledge of behavioral finance concepts and their application in investment decision-making.
- Learners shall be able to identify and analyse behavioral biases, heuristics, and psychological barriers affecting investor behaviour and market outcomes.
- Students will be able to evaluate investment strategies such as value investing, contrarian investing, growth investing, and commodity investing using behavioral insights.
- Learners shall be able to assess investor behavior in public sector investments and IPOs and understand their influence on pricing and returns.
- Students will be enabled to apply behavioral finance principles in sector investing, index investing, personal finance, corporate finance, and portfolio management.

Sr. No.	Modules	No. of Lectures
I	Success and Failure: Understanding Behavioral Traits and Behavioral Obstacles to value investing	15
	1.1 Success and Failure: why people fail? Characteristics of Human nature, Unwillingness to Delay Gratification, Why people succeed. 1.2 Understanding Behavioral Trends: The evidence on equity returns, sources of Returns, Hypothetical study – Growth in earnings, Successful Investing 1.3 Behavioral Obstacles to Value Investing: Behavioral Finance, Asset Allocation and Risk Aversion, Investment Styles, Returns	
II	Contrarian Investing, Growth Trap and commodity Investing	15
	2.1 Contrarian Investing: The Psychology of going against the crowd, what is contrarian Investing, why is contrarian investing difficult to follow? Heuristics 2.2 Growth Trap: Behavioral Anomalies behind investors chasing fads and fancies, long term stock returns, examples of growth trap, Lessons for Investors 2.3 Commodity Investing: Commodity Stocks, Behavioral Biases, Valuation Parameters, Commodity cycles stock market triggers	

III	Public Sector and Initial Public Offerings	15
	<p>3.1 Public Sector: Perception of Stock Market, Divestment Process, Behavioral Anomalies, Discounting the positives, Size Matters so do the returns, Serving Capitalism</p> <p>3.2 Initial Public Offerings: Indian IPO Scenario, Economics of IPO, Initial Risk takers, Investor Heuristic, Understanding the IPO Phenomena.</p>	
IV	Sector Investing, Index Investing and Investor Behavior based Finance	15
	<p>4.1 Sector Investing: Behavioral Traits, Sector Bubble, Sector Analysis, Sector Growth Effect, Lessons for Investors</p> <p>4.2 Index Investing: Introduction, Stock Market behavior, What is Index Investing, Why do Investors go for Index Investing</p> <p>4.3 Investor Behavior Based Finance: Stock Price, Role of Owners: Investors, Corporate Behavior, and Investor Behavior Based Finance.</p> <p>4.4 Behavioral finance: Related with Personal Finance, Corporate Finance and Portfolio Management</p>	

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Success and Failure: Understanding Behavioral Traits and Behavioral Obstacles to value investing
2	2	Contrarian Investing, Growth Trap and commodity Investing
3	3	Public Sector and Initial Public Offerings
4	4	Sector Investing, Index Investing and Investor Behavior based Finance

Online links:

- https://youtu.be/oj7l_0Moxs8?list=PL6WVSL3D1Ek9ukPuR_tDCRRQiaOulxx1N
- <https://youtu.be/rIEEI1L2AIM>

<u>Activity Oriented: Book Review</u>	
<ul style="list-style-type: none"> • Intelligent Investor – Greed and Fear by Benjamin Graham • Bounded Rationality by Herbert Simon • Irrational Exuberance by Robert Shiller • Thinking, Fast and Slow by Daniel Kahneman • Nudge by Richard Thaler • Manias, Panics & Crashes by Charles Kindleberger • Herd Behavior by Alan Kirman 	

Reference book:

- Value Investing and Behavioral Finance by Parag Parikh, Tata MC Graw Hill Education:
- Financial Management: Prasanna Chandra , MC Graw Hill
- Handbook of Behavioral Finance – Brian R Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch

Evaluation Pattern:**A) Formative Assessment****40 marks**

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15
2	Online examination	20
3	Active participation in routine class instructional deliveries	5

B) Summative Assessment**60 Marks**

Q.No.	Particulars	Marks
1	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
2	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
3	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
4	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
Note	15 marks question may be divided into sub questions of 10 and 5 or 5, 5 and 5 marks if required.	

MAJOR (Marketing)**Subject Name: Strategic Marketing & Design Thinking (4 CREDITS)****Course Objective:**

- To understand the principles of strategic marketing and design thinking as complementary approaches to value creation and competitive advantage.
- To examine customer-centric frameworks that integrate market analysis, creativity, and innovation in strategic decision-making.
- To develop problem-solving and critical thinking skills through the application of design thinking stages such as empathy, ideation, prototyping, and testing.
- To analyse complex marketing challenges by combining strategic analysis with human-centered design approaches.
- To evaluate marketing strategies that leverage innovation, experience design, and differentiation in dynamic market environments.
- To integrate data insights, consumer research, and creative tools to design impactful marketing solutions.
- To prepare students for roles involving strategic planning, innovation management, product development, and customer experience strategy.

Learning Outcomes:

- Remember key concepts, models, and processes related to strategic marketing and design thinking.

- Understand how design thinking principles enhance strategic marketing decisions and customer-focused innovation.
- Analyse market problems using both strategic marketing frameworks and design thinking methodologies.
- Apply design thinking tools to develop creative marketing solutions aligned with organizational strategy.
- Evaluate the effectiveness of marketing strategies and innovative solutions based on customer value and business impact.
- Create integrated strategic marketing initiatives that combine analytical rigor with creative, human-centered design approaches.

Sr. No	Content	No. of Lectures
I	<p>Strategic marketing – foundations and market analysis</p> <p>1.1 Fundamentals of Strategic Marketing</p> <p>1.2 Marketing as Strategy: evolution of marketing thought and strategic role of marketing</p> <p>1.3 Ubiquity of Marketing Functions across organizations</p> <p>1.4 Strategic role of marketing organization and leadership</p> <p>1.5 Strategic marketing orientation and consultative marketing</p> <p>1.6 Generic and competitive marketing strategies</p> <p>1.7 Strategic implications of marketing decisions</p> <p>1.8 Market segmentation: strategic bases and approaches</p> <p>1.9 Target market selection and positioning strategies</p> <p>1.10 Positioning maps, value curves, and strategic relevance</p> <p>1.11 Customer and stakeholder analysis, value proposition and value network</p>	15
II	<p>Strategic marketing – strategy formulation and contemporary issues</p> <p>2.1 Strategic Marketing Decisions and Innovation</p> <p>2.2 Strategic management of marketing mix elements</p> <p>2.3 Marketing of solutions and solution selling</p> <p>2.4 Strategic channel management</p> <p>2.5 Strategic retail management</p> <p>2.6 Strategic brand management</p> <p>2.7 Brand portfolio audit and rationalization</p> <p>2.8 Strategic marketing innovation</p> <p>2.9 Corporate and global marketing strategy</p>	15

	2.10 Strategic planning, implementation, and control	
III	Design thinking – principles and process 3.1 Design Thinking Foundations 3.2 Introduction to design thinking 3.3 Design thinking mindset 3.4 Human-centered innovation 3.5 Design thinking process 3.6 Design research methods 3.7 Insight generation and problem framing 3.8 Design thinking tools 3.9 Business Model Canvas and value proposition design	15
IV	Design thinking – applications in strategic marketing 4.1 Design Thinking for Strategic and Innovation Challenges 4.2 Integrating design thinking with strategic marketing 4.3 Product, service, and experience innovation 4.4 Design-led innovation and technology management 4.5 Design thinking for entrepreneurship 4.6 Innovation in small businesses 4.7 Design thinking for social and not-for-profit organizations 4.8 Design sprints and rapid prototyping 4.9 Case studies and industry applications	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Marketing as strategy and competitive advantage
2	Brand portfolio rationalization
3	Customer experience and journey mapping
4	Design thinking process and tools

Online Resources

<https://nptel.ac.in/courses/110104055>

<https://nptel.ac.in/courses/110104070>

<https://youtu.be/4uuWHW5QwE4>- design thinking

<https://www.ideo.com>

<https://www.interaction-design.org>

Reference Books:

Prescribed textbook(s):

1. Kumar, N. (2004). Marketing as Strategy. Massachusetts: Harvard Business School Publishing
2. Ferrell, O.C and Hartline, M. D. (2005), Marketing Strategy 3rd Ed, South-Western: Thomson Learning
3. Anderson, C. H. and Vincze, J. W. (2004), Strategic Marketing Management 2nd Ed, Boston: Houghton Mifflin
4. Baker, M. J. (2000), Marketing Strategy and Management, Palgrave McMillan
5. Thomas L. and J David, (2014), Strategic Management and Business Policy towards Global sustainability, Pearson.
6. Strategic Marketing: Decision Making & Planning (3rd Edition) by Peter Reid, Cengage Learning: Australia, 2010
7. Design Thinking, by Nigel Cross
8. The Art of Innovation, by Tom Kelley*
9. Insight Out, by Tina Seelig*
10. Change by Design, Tim Brown

Case Studies:

1. NASCAR: Leading a Marketing Transformation in a Time of Crisis
2. Brannigan Foods: Strategic Marketing Planning
3. Outotec (A): Project Capture
4. Netflix in 2011
5. Clique Pens: The Writing Implements Division of U.S. Home
6. Reckitt Benckiser: Fast and Focused Innovation
7. Amazon in 2015; Riding the Internet wave: Amazon.com
8. Finance, a venue for perfect competition: the Deutsche Bank
9. Haier: pioneering the Chinese export brand
10. The Hewlett-Packard/Compaq merger
11. Lloyd's of London and 'long-tailed' risk
12. The Mt Buller winter resort and global warming

13. Euro Disney and a tale of three cultures
14. The strategic alliance between Renault and Nissan
15. Samsung Electronics: a dramatic turnaround
16. Going global: Singapore Telecommunications (SingTel)
17. Starbucks: the third place

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 arks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Semester End Evaluation Paper Pattern		60 marks
Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7

Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q.4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

MAJOR (Marketing)

Subject Name: International Marketing (4 CREDITS)

Course Objectives:

- To understand the scope, nature, and significance of international marketing in an increasingly globalized business environment.
- To examine differences in consumer behaviour, culture, economic systems, and legal frameworks across international markets.
- To develop analytical skills for assessing global market opportunities and risks using country and market evaluation tools.
- To analyse international marketing strategies related to product adaptation, pricing, distribution, and promotion across borders.

- To evaluate entry modes such as exporting, licensing, joint ventures, and foreign direct investment from a strategic perspective.
- To integrate ethical practices, sustainability considerations, and cross-cultural sensitivity into international marketing decisions.
- To prepare students for careers in international business, export marketing, global brand management, and multinational organizations.

Learning Outcomes:

- Remember key concepts, terminologies, and theories related to international marketing and global trade practices.
- Understand the influence of cultural, economic, political, and legal factors on international marketing decisions.
- Analyse international market data to identify opportunities, threats, and strategic fit for global expansion.
- Apply international marketing frameworks to real-world cases involving market entry, product adaptation, and global positioning.
- Evaluate international marketing strategies based on competitive dynamics, risk assessment, and long-term sustainability.
- Create effective international marketing plans that align organizational objectives with global market conditions and cultural diversity.

Unit	Content	No. of Lectures
I	<p>Introduction to International Marketing & Trade</p> <p>1.1 Conceptual Foundation: Meaning, nature, scope and importance of International Marketing, difference between international and domestic marketing, need, drivers and benefits in the context of globalization and digital trade.</p> <p>1.2 International Business Context: Exporting, international trade and international business, global competition and national competitive advantage, key challenges including sustainability and technological change.</p> <p>1.3 International Marketing Process & Orientation: International marketing process and phases, overview of international marketing management process, EPRG framework, impact of digital transformation on global marketing.</p>	15

	<p>1.4 Market Entry & Globalization: Entry modes including exporting, licensing, franchising, joint ventures, strategic alliances, mergers and acquisitions, wholly owned subsidiaries, contract manufacturing and turnkey projects, concept of globalization and role of digital platforms.</p> <p>1.5 International Trade Framework: Concept of international trade, tariff and non-tariff barriers, major trading blocs such as SAARC, ASEAN, NAFTA, EU and OPEC, emerging global trade trends.</p>	
II	<p>International Marketing Environment and Marketing Research</p> <p>2.1 Economic Environment: International economic conditions, role of institutions such as World Bank, IMF and IFC, economic integration through Free Trade Agreements, Customs Union, Common Market and Economic Union, impact of global economic changes on marketing decisions.</p> <p>2.2 Political & Legal Environment: Political systems and political risks, government intervention and instability, legal systems and legal differences, anti-dumping laws, import licensing, regulatory compliance and data protection laws such as GDPR.</p> <p>2.3 Cultural Environment: Concept and role of culture in international marketing, cultural elements including language, religion, values, customs, aesthetics and education, Hofstede's cultural dimensions, individualism versus collectivism, cultural sensitivity in branding and communication.</p> <p>2.4 International Marketing Research: Meaning, importance and scope of international marketing research, research process, challenges in cross-border data collection.</p> <p>2.5 Technology in Marketing Research: Use of information technology, marketing information systems, big data analytics, artificial intelligence and automation for global market insights.</p>	15
III	<p>International Marketing Mix</p> <p>3.1 International Product Strategy: International product line decisions, standardization versus adaptation, international product life cycle, packaging and labelling in global markets, branding decisions, sustainable and eco-friendly product design.</p> <p>3.2 Market Segmentation & Entry: International market segmentation, targeting and positioning, market selection criteria, entry modes into global</p>	15

	<p>markets, evaluation of entry strategies, role of digital channels and cross-border e-commerce.</p> <p>3.3 International Pricing Strategy: Concept and objectives of international pricing, pricing methods, factors affecting pricing such as costs, competition and exchange rates.</p> <p>3.4 International Pricing Issues: Grey market, counter trade, dumping, transfer pricing, ethical and regulatory challenges.</p> <p>3.5 International Distribution & Promotion: International distribution channels and middlemen selection, global logistics considerations, international promotion concepts, standardization versus adaptation, digital promotion tools, social media, influencers and content localization.</p>	
IV	<p>Developments in International Marketing</p> <p>4.1 International Marketing Strategies: Concept and need for international strategies, types such as global, multi-domestic, transnational and digital-first strategies.</p> <p>4.2 International Marketing of Services: Concept and features of services marketing, drivers and importance of global service marketing, advantages and limitations, service culture and technology-enabled service delivery.</p> <p>4.3 Digitalization in International Marketing: Role of digital platforms in global market entry, cross-border e-commerce, D2C brands, social media and influencer marketing, use of AI, AR and VR in marketing communication.</p> <p>4.4 Ethical & Legal Issues in International Marketing: Ethical challenges in promotion and pricing, cultural sensitivity in advertising, sustainability, ESG practices, corporate social responsibility and regulatory compliance.</p> <p>4.5 Case Studies & Industry Applications: Case studies across education, healthcare, IT, tourism, fashion and FMCG sectors, including digital-native brands and emerging multinational companies.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Meaning, Features of International Marketing, Need and Drivers of International Marketing,

2	2	Role of information technology in marketing research, marketing information systems, application of big data and analytics in international marketing, use of artificial intelligence and automation for global consumer insights.
3	3	International Promotion Decision: Concept, Standardization V/S Adaptation of International Promotional Strategies, Promotional tools in international markets (including digital)
4	4	International strategies: Need for International Strategies, Types of International Strategies

Online Resources

https://onlinecourses.nptel.ac.in/noc22_mg50/preview

<https://www.youtube.com/watch?v=HRhxX1548EU>

https://onlinecourses.nptel.ac.in/noc20_mg25/preview

Reference Books

- Cateroa, R, Phillip, International Marketing, Tata McGraw Hill,2006
- Vern Terpestra, International Marketing, Cengage Learning,2010
- RC Varshney and B.Bhattacharya, International Marketing- Indian Perspective, Sultan Chand& Sons New Delhi,2006
- Fayerweather, J, International Marketing Management, Sage Publication,2006
- Jain Subhash, International Marketing Management, Cengage Learning,2005

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks

3	Active participation in routine class instructional deliveries	05 Marks
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B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Semester End Evaluation Paper Pattern		60 marks
Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q.4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

MAJOR (Human Resource Management)

Subject Name: Knowledge Management (4 CREDITS)

Course Objective:

- To understand the fundamental concepts, definitions, and types of knowledge, and the strategic importance of knowledge management in modern organizations.
- To develop an understanding of knowledge life cycle models, knowledge creation processes, and the role of intellectual capital in enhancing organizational performance.
- To analyse the integration of knowledge management practices within human resource functions such as recruitment, training, performance management, and succession planning.
- To examine the influence of organizational culture, leadership, and employee engagement on effective knowledge sharing and organizational learning.
- To evaluate the role of knowledge management systems, digital platforms, analytics, and collaboration tools in capturing, storing, and disseminating organizational knowledge.
- To develop analytical and decision-making skills for addressing barriers to knowledge sharing and implementing knowledge-based strategies in dynamic and virtual work environments.
- To prepare students for knowledge-intensive roles such as Knowledge Management Executive, HR Analyst, Learning and Development Associate, Talent Management Executive, or Organizational Development Coordinator.

Course Learning Outcome: (CO)

- **Remember** the key concepts, types of knowledge, and foundational frameworks of knowledge management, supporting the objective of building a strong conceptual base for knowledge-driven organizations.
- **Understand** the principles of knowledge creation, sharing, and retention, advancing the objective of developing a knowledgeable and skilled workforce capable of managing organizational knowledge assets.
- **Analyse** organizational knowledge processes, human resource practices, and cultural barriers, encouraging critical thinking and preparing graduates to address knowledge-related challenges in dynamic business environments.
- **Apply** knowledge management tools, systems, and HR-oriented practices to real-world organizational scenarios, promoting the objective of developing professionals who can effectively implement knowledge-based solutions.

- **Evaluate** alternative knowledge management strategies, leadership approaches, and technology-enabled platforms, reinforcing the objective of critically assessing practices that enhance organizational learning and performance.
- **Create** effective and sustainable knowledge management frameworks for organizations, contributing to the objective of developing innovative, adaptive, and knowledge-centric business professionals.

Unit	Contents	No. of Lectures
I	<p>Foundations of Knowledge Management</p> <p>1.1 Meaning and Definition of Knowledge.</p> <p>1.2 The Data-Information-Knowledge-Wisdom (DIKW) Hierarchy.</p> <p>1.3 Dimensions of Knowledge- Tacit vs. Explicit; Individual vs. Collective.</p> <p>1.4 Knowledge Economy- Characteristics and the shift from Tangible to Intangible Assets.</p> <p>1.5 Evolution and Importance of KM in modern HR.</p> <p>1.6 KM as a Strategic Resource- Resource-Based View (RBV) of the firm.</p>	15
II	<p>Knowledge Models and Intellectual Capital</p> <p>2.1 The SECI Model (Nonaka & Takeuchi)- Detailed study of Socialization, Externalization, Combination, and Internalization with HR-led interventions for each stage.</p> <p>2.2 Knowledge Life Cycle- A 4-stage practical approach: Creation/Capture, Storage/Retrieval, Transfer/Sharing, and Application.</p> <p>2.3 Intellectual Capital Framework- Human Capital: Competencies, attitude, and agility; Structural Capital: Databases, processes, and IP; Relational Capital: Customer relationships and stakeholder trust.</p> <p>2.4 The Knowledge Value Chain- Identifying how knowledge adds value at each touchpoint of the HR process.</p> <p>2.5 Strategic HR's Role- Building a Knowledge-Ready workforce; Designing Knowledge-Oriented HR Practices (KOHRP).</p>	15
III	<p>KM Integration in the Employee Lifecycle</p> <p>3.1 Talent Acquisition & Expertise Mapping- Using KM to identify skill gaps; Social recruiting and capturing Expertise Locators during onboarding.</p> <p>3.2 KM in Learning & Development (L&D)- From Training Sessions to Continuous Learning Loops; Implementing Peer-to-Peer (P2P) learning.</p>	15

	<p>3.3 Knowledge Retention & Succession Planning- Strategies for capturing Deep Smarts from retiring experts; Risk assessment of knowledge loss.</p> <p>3.4 Performance Management- Shifting from individual output to Knowledge Contribution metrics; Rewarding collaborative behaviors.</p> <p>3.5 Communities of Practice (CoPs)- Designing, cultivating, and measuring the impact of professional networks within the organization.</p> <p>3.6 Organizational Learning- Developing a Learning Organization (Peter Senge's 5 Disciplines) and its impact on employee engagement.</p>	
IV	<p>Digital Transformation, AI, and Case Studies</p> <p>4.1 AI-Powered Knowledge Management- Generative AI & LLMs: Using AI for automated documentation and Internal Wikis; Knowledge Graphs: Mapping relationships between people, skills, and projects; Predictive Analytics: AI in attrition prediction and knowledge-gap analysis.</p> <p>4.2 Technology Infrastructure- Role of Intranets, Microsoft Viva/SharePoint, and Slack/Teams as KM tools; The rise of Headless KM.</p> <p>4.3 Culture & Barriers- Overcoming Knowledge Hoarding; Psychological Safety as a prerequisite for sharing.</p> <p>4.4 KM in Hybrid/Remote Work- Digital watercoolers and synchronous vs. asynchronous knowledge sharing.</p> <p>4.5 Global Case Studies (Practical Component)- The Toyota Way: Knowledge sharing in Lean Manufacturing; Google/Microsoft: Cultivating a Learn-it-all vs. Know-it-all culture; Accenture/TCS: Managing massive knowledge repositories in IT consultancy; Failure Case Study: Why KM initiatives fail (e.g., over-reliance on technology without cultural shift).</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.3	Types of Knowledge: Tacit and Explicit
2	2.5	Role of HR in Knowledge Creation and Sharing
3	3.3	Knowledge Retention and Succession Planning
4	4.3	Knowledge Management Systems (KMS)

Online Resources/MOOCs

NPTEL - Knowledge Management by Prof. KBL Srivastava (IIT, Kharagpur)

https://onlinecourses.nptel.ac.in/noc23_mg96/preview

<https://www.youtube.com/watch?v=sVtMC3GkMr0>

APQC (American Productivity & Quality Center): www.apqc.org – The gold standard for KM frameworks, whitepapers, and benchmarking.

KM World: www.kmworld.com – Provides the latest trends in software, AI, and industry news regarding knowledge strategies.

Harvard Business Review (KM Topic): hbr.org/topic/knowledge-management – Access to foundational and modern articles on the "human" side of KM.

Reference Books

1. Managing for Knowledge - HR's Strategic Role By Christina Evans
2. Knowledge Human Resource Management by Ganesh Shermon
3. HR Management and Tacit Knowledge.
4. Becerra-Fernandez, I. & Sabherwal, R.

Knowledge Management: Systems and Processes
Routledge

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment**Semester End Examination- 60 %****60 Marks**

Semester End Evaluation Paper Pattern		60 marks
Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q.4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

MAJOR (Human Resource Management)

Subject Name: Business Ethics & Corporate Governance (4 CREDITS)

Course Objectives

- To develop a clear understanding of business ethics and their importance in responsible and sustainable business practices.
- To familiarise students with ethical theories, values, and frameworks used in managerial and corporate decision-making.
- To examine ethical issues and dilemmas faced by organizations in areas such as marketing, finance, human resources, technology, and environmental practices.
- To understand the principles, structure, and significance of corporate governance in ensuring accountability, transparency, and stakeholder protection.
- To analyse the role of boards, audit committees, regulatory bodies, and corporate policies in governance and ethical compliance.
- To examine legal and regulatory frameworks related to corporate governance in India, including provisions under the Companies Act, 2013 and guidelines issued by Securities and Exchange Board of India.
- To prepare students for ethical leadership and responsible managerial roles in business organizations and society.

Learning Outcomes

- **Understand** the fundamental concepts, principles, and importance of business ethics, including Indian ethos, values, and sources of ethical behaviour in organizations.
- **Analyze** classical and contemporary ethical theories such as utilitarianism, deontological ethics, Gandhian trusteeship, and emotional intelligence and apply them to ethical decision-making in business.
- **Evaluate** ethical issues across functional areas and emerging domains, including corporate governance, intellectual property rights, digital platforms, data privacy, and AI ethics.
- **Examine** the principles, regulatory framework, and practices of corporate governance in India and globally, with emphasis on stakeholder protection and board effectiveness.
- **Integrate and assess** Corporate Social Responsibility and sustainability into business strategy using CSR models, ESG metrics, impact assessment tools, and reporting frameworks such as BRSR and integrated reporting.

Units	Contents	No. of lectures
I	<p>Introduction to Business Ethics</p> <p>1.1 Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos</p> <p>1.2 Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory</p> <p>1.3 Ethical Dilemma and Decision Making, Emotional Intelligence</p> <p>1.4 Ethical Decision-Making Models for Managers, Ethical Leadership and Value-Based Management, Role of Ethics in Financial Markets and Professional Conduct</p> <p>1.5 Global Challenges in Business Ethics</p>	15
II	<p>Corporate Ethics & Corporate Governance</p> <p>2.1 Sources of Ethics, Concept of Corporate Ethics, code of Ethics- Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee</p> <p>2.2 Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance</p> <p>2.3 Business Ethics as a dimension of Corporate Governance</p> <p>2.4 Fair and Unfair Business Practice</p> <p>2.5 Theoretical Basis of Corporate Governance: Indian Model of Governance, Comparative Corporate Governance Models – India, UK, USA</p> <p>2.6 Board Effectiveness, Independence and Accountability</p>	15
III	<p>Regulatory Framework & Governance Mechanisms</p> <p>3.1 Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 4 9, Audit Committee, Role of Independent Directors, Protection of Stake Holders,</p> <p>3.2 Changing roles of corporate Boards, Whistle Blowing, Related Party Transactions.</p> <p>3.3 Changing roles of corporate boards</p> <p>3.4 Corporate Governance Failures: Case Analysis (Satyam, IL&FS, YES Bank) Failure of Corporate Governance and its consequences.</p> <p>3.5 Role of Auditors, Rating Agencies and Regulators</p>	15

	3.6 Governance in Family-Owned and Promoter-Driven Firms 3.7 Case Study of good Corporate Governance	
IV	Ethics, Governance, Sustainability & Global Issues 4.1 Business Ethics in Global Economy, Global Challenges in Business Ethics 4.2 Corporate Governance and Scams, Case Studies poor Corporate Governance leading to frauds and scams 4.3 Corruption: Meaning, Causes, Effects, Measures to Overcome Fraud and Corruption 4.4 ESG (Environmental, Social, Governance) Framework Sustainability, Responsible Business and Stakeholder Capitalism Ethics in Digital Business, AI and Financial Technology	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	1.1 Business Ethics-Conceptual Background
2	2.2 Corporate Governance
3	4.2 Corporate Governance and Scams
4	4.4 ESG (Environmental, Social, Governance) Framework

Online Resources

https://nptel.ac.in/courses/109104032
https://onlinecourses.swayam2.ac.in/imb25_mg62/preview
https://www.directors-institute.com/post/corporate-governance-failures-case-studies-and-lessons-learned
chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://cop.unglobalcompact.org/2023/files/2137_CGI%20ESG%20Policy.pdf

References

- 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

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks
2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Semester End Evaluation Paper Pattern		60 marks
Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7

Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

Discipline Specific Elective (Finance)

Subject Name: FinTech (4 Credits)

Course Objectives

- To acquaint the learners with the concept, characteristics, components, evolution, and importance of Financial Technologies in the modern financial system.
- To enable the learners to understand key technologies used in FinTech such as APIs, blockchain, cloud computing, artificial intelligence, machine learning, data management, and cryptocurrencies.
- To familiarize the learners with the role, categories, and business models of FinTech companies and their impact on financial services and traditional banking.
- To develop learners' ability to analyze the FinTech ecosystem including investors, due diligence processes, innovation strategies, and growth opportunities.
- To enable the learners to understand FinTech regulations, legal issues, cybersecurity risks, challenges, and future developments including RegTech, Neo banks, and TechFin.

Learning Outcomes

- At the end of this course, students shall possess the knowledge of FinTech concepts, technologies, and their application in the financial services industry.
- Learners shall be able to identify and explain the use of emerging technologies such as blockchain, AI, cloud computing, APIs, and data analytics in FinTech solutions.
- Students will be able to analyze the role and functioning of FinTech companies and assess their impact on banking, financial markets, and financial inclusion.
- Learners shall be able to evaluate FinTech business models, investor landscape, and growth strategies using basic due diligence and market analysis.
- Students will be enabled to understand FinTech regulations, cybersecurity concerns, ethical issues, and future challenges facing the FinTech ecosystem.

Sr. No.	Modules / Units	No. of Lectures
I	Introduction to Fintech 1.1 Introduction: Exploring what is Fintech, 1.2 Characteristics of Fintech, 1.3 Advantage of Fintech, 1.4 Components of Fintech, 1.5 Importance of Fintech , 1.6 History of Fintech sector	15
II	Technologies used in Fintech 2.1 Identifying API strategies, 2.2 Decentralized Applications, 2.3 Quantum Computing, 2.4 Cloud and its elements, 2.5 Blockchain technology and its role 2.6 Introduction to Fintech Apps, 2.7 Managing market data, dealing with Databases, maintaining data lineage, structured and unstructured data 2.8 Define and Explore AI, Machine learning and Chat Bots, Applications and Technologies, Cryptocurrencies and Bitcoins.	15
III	Role of Fintech Companies 3.1 Category, 3.2 Roles of Fintech Companies 3.3 Introduction to Fintech Companies, assigning roles, Being a change agent 3.4 Fintech Investor Landscape 3.5 Conduction Due Diligence including market research 3.6 Creating a growth strategy	15

IV	Fintech: laws, issues, challenges and future 4.1 The Future of Fintech: Looking into the future of Fintech 4.2 Fintech regulation law enforcement, Fintech Operations, Regulatory risk 4.3 Considerations when implementing open-source technology 4.4 FinTech opportunity to improve the financial system 4.5 Cyber Security, Fraud, Crime 4.6 Difference Between Fintech Vs TechFin 4.7 Basics of Regtech (Regulation of Fintech), Sandbox, Neo Bank, Big Tech 4.8 Challenges for Traditional Banking companies.	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to Fintech
2	2	Technologies used in Fintech
3	3	Role of Fintech Companies
4	4	Fintech: laws, issues, challenges and future

Online Resources

1	https://www.youtube.com/watch?v=DiWyf_RtIYM
2	https://www.youtube.com/watch?v=QCvL-DWcojc
3	https://www.youtube.com/watch?v=QIP4WR10mwE

References:

- Fintech Future: The Digital Dna of Finance by Viral V Acharya
- 3F: Future Fintech Framework by KartikSwaminathan
- Blockchain Revolution : How the Technology behind Bitcoin is changing money, Business and the world by Don Tapscott.

Evaluation Pattern:

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15
2	Online examination	20
3	Active participation in routine class instructional deliveries	5

B) Summative Assessment**60 Marks**

Q.	Particulars	Marks
1	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
2	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
3	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
4	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
Note	15 marks question may be divided into sub questions of 10 and 5 or 5, 5 and 5 marks if required.	

Discipline Specific Elective (Marketing)**Subject Name: Sustainable & Green Marketing (4 CREDITS)****Course Objective:**

1. To develop an understanding of sustainability concepts, green marketing principles and their relevance in contemporary marketing practices.
2. To familiarize students with the evolution, scope and strategic importance of sustainable and green marketing in global and Indian business contexts.
3. To analyze sustainable consumer behaviour, attitude-behaviour gaps and strategic approaches used by organizations to promote green consumption.
4. To provide knowledge of sustainable product design, pricing, promotion, distribution channels and regulatory frameworks influencing green marketing decisions.
5. To sensitize students to ethical issues, greenwashing practices, accountability mechanisms and sector-wise applications of sustainable marketing.
6. To enable students to apply sustainability principles by designing a comprehensive and practical sustainable marketing strategy for real-world brands.

Course Learning Outcome: (CO):

On successful completion of the course, students will be able to:

1. Explain core sustainability concepts, green marketing foundations, triple bottom line approach and their linkage with Sustainable Development Goals (SDGs).
2. Analyze the evolution of green marketing and distinguish between traditional marketing and sustainability-driven marketing practices.

3. Evaluate sustainable consumer behaviour, identify barriers to green consumption and assess strategic green marketing approaches used by firms.
4. Apply sustainable marketing mix decisions related to products, pricing, promotion and distribution while considering legal and policy frameworks.
5. Assess ethical challenges, greenwashing typologies, risk management and accountability practices in sustainable marketing.
6. Design a practical, data-supported sustainable marketing strategy for a selected organization, integrating ethical, environmental and economic considerations.

Unit	Content	No. of hours
I	<p>Foundations of Sustainability and Green Marketing</p> <p>1.1 Sustainability Concepts: Core ideas of environmental, social and economic sustainability, key sustainability challenges, and linkages with Sustainable Development Goals (SDGs) in a marketing context.</p> <p>1.2 Evolution of Green Marketing: Evolution from ecological marketing to modern sustainability marketing across global and Indian markets.</p> <p>1.3 Green Marketing Meaning and Types: Meaning, interpretations and types of green marketing, differences between traditional marketing and green marketing approaches.</p> <p>1.4 Assumptions, Myths and Rationale: Common assumptions and myths about green marketing, rationale for adoption by firms, role of green marketing in long-term value creation.</p> <p>1.5 Green Marketing Mix and Triple Bottom Line: Green marketing mix covering product, price, place and promotion with eco-design and low-impact distribution, concept of triple bottom line (people, planet, profit) and its influence on marketing strategy.</p> <p>1.6 Ethical Decision Making: Ethical decision-making in sustainable marketing, conflicts between profitability and responsibility, role of ethics in marketing strategy formulation.</p>	15
II	<p>2.1 Sustainable Lifestyles: Patterns of sustainable consumption, environmental consequences, and the relevance of lifestyle change for marketers.</p> <p>2.2 Dimensions of Sustainable Consumer Behaviour: Consumer motives, values, social norms, belief structures and psychological barriers influencing green</p>	15

	<p>consumption.</p> <p>2.3 Attitude–Behaviour Gap: Gap between sustainable attitudes and actual behaviour, role of identity, social influence and environmental consciousness.</p> <p>2.4 Behaviour Reinforcement and 3Rs: Behaviour reinforcement through Reduce, Reuse and Recycle (3Rs), case-based understanding of how brands influence sustainable habits.</p> <p>2.5 Strategic Approaches to Green Marketing: Green spinning, green selling, green harvesting, enviropreneur marketing, compliance marketing and climate performance leadership.</p> <p>2.6 Green STP and Holistic Sustainability Approach: Green segmentation, targeting and positioning, integration of sustainability into market environment analysis, STP and value creation across the extended marketing mix.</p>	
III	<p>Sustainable Product, Communication, Channels, and Policy Frameworks</p> <p>3.1 Sustainable Products, Branding and Packaging: Principles of eco-design, sustainable materials, recyclability, biodegradable packaging and authenticity-based branding.</p> <p>3.2 Sustainable Pricing and Promotion: Fair and transparent pricing, incentive-based pricing models, responsible promotion, guidelines for ethical green communication.</p> <p>3.3 Green Channels and Supply Chains: Sustainable marketing channels, reverse logistics, extended producer responsibility (EPR), and role of supply chains in sustainability.</p> <p>3.4 Legal and Governance Framework: Indian and global environmental laws, advertising codes, compliance norms and landmark regulatory cases.</p> <p>3.5 Corporate and Sector Practices: Corporate sustainability practices such as HCL green policy, IBM sustainability solutions, ITC Paperkraft, Reva EV, Wipro Green IT, Samsung eco-initiatives and similar examples.</p> <p>3.6 Policy, Standards and Reporting: Sustainability policies, green certifications, EPR guidelines, ESG reporting and their influence on marketing decisions.</p>	15
IV	<p>Ethics, Greenwashing, Sector Applications</p> <p>4.1 Ethics in Sustainable Marketing: Ethical theories and frameworks guiding responsible marketing decisions related to materials, communication, sourcing and supply chains.</p> <p>4.2 Greenwashing Typologies: Types of greenwashing including hidden trade-offs, vagueness, misleading labels and irrelevant claims, with examples from FMCG,</p>	15

	<p>fashion, electronics and mobility sectors.</p> <p>4.3 Risk, Accountability and Credibility: Risk management in sustainable marketing, supplier audits, traceability systems, third-party verification and long-term stakeholder trust building.</p> <p>4.4 Global Role of Sustainable Marketing: Role of sustainability in global branding, international competitive positioning and sustainable supply chain communication.</p> <p>4.5 Sector Applications: Application of sustainable and green marketing practices in food and beverage, apparel, beauty and personal care, mobility, electronics, retail and service sectors.</p> <p>4.6 Applied Project: Students shall design a comprehensive sustainable marketing strategy for a selected brand or organization, covering product design, pricing, communication, channels, sustainability metrics and ethical considerations, supported by real market data and analysis.</p>	
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Self-Learning topics (Unit wise):

Sr. No	Topic
1	1.5 Green Marketing Mix and Triple Bottom Line: Green marketing mix covering product, price, place and promotion with eco-design and low-impact distribution, concept of triple bottom line (people, planet, profit) and its influence on marketing strategy.
2	2.6 Green STP and Holistic Sustainability Approach: Green segmentation, targeting and positioning, integration of sustainability into market environment analysis, STP and value creation across the extended marketing mix.
3	3.6 Policy, Standards, and Reporting: Overview of sustainability policies, green certifications, extended producer responsibility guidelines, ESG reporting influence on marketing.
4	4.3 Risk, Accountability and Credibility: Risk management in sustainable marketing, supplier audits, traceability systems, third-party verification and long-term stakeholder trust building.

Online Resources/MOOCs

Sr. No	Resources
1	https://www.coursera.org/learn/sustainable-marketing-and-consumer-trends

2	https://www.unssc.org/courses/green-marketing-challenge-25
3	https://wizape.com/English/Green-Marketing-and-Consumer-Behavior

Reference Books

- Strategies for Green Marketing - Amitabha Ghose, ICFAI University Press.
- Green Marketing in the Indian Retail Sector - Tanushree Purohit & A. K. Das Mohapatra, Lambert Academic Publishing.
- Green Marketing Management - Robert Dahlstrom, Pearson.
- Green Marketing: Theory, Practice and Strategies - Robert Dahlstrom, Pearson.
- Sustainable Marketing Strategies and Consumer Behavior Insights - Monica Loss.
- Green Marketing Management - Robert Dahlstrom, Cengage Learning India, Latest Edition.
- Green Marketing: Concepts, Literatures and Examples - M. Meera, Evincepub Publishing, Latest Edition.
- Green Marketing and Environmental Responsibility in Modern Corporations - Esakki & Thangasamy, IGI Global, 2017, Latest Edition.
- Green Marketing: Challenges and Opportunities for the New Marketing Age - Jacquelyn A. Ottman, NTC Business Books, 1993, Latest Edition.
- The New Rules of Green Marketing - Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011, Latest Edition.

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	20 Marks

2	Self-Learning Evaluation	15 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Semester End Evaluation Paper Pattern		60 marks
Question Number	Particulars	Marks
Q.1) A)	Question from Module I	8
OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		

Discipline Specific Elective (Human Resources Management)**Subject Name: Strategic Human Resource Management (4 Credits)****Course Objective:**

- To understand the strategic role of human resource management in achieving organizational goals and sustaining competitive advantage.
- To examine the alignment between business strategy and HR strategies in dynamic and global business environments.
- To develop analytical capability to assess workforce planning, talent management, and leadership development from a strategic perspective.
- To analyse HR practices related to performance management, compensation, learning, and employee engagement as strategic tools.
- To evaluate the impact of technology, analytics, and globalization on strategic HR decision-making.
- To integrate ethical governance, diversity, and sustainability considerations into strategic HR policies.
- To prepare students for leadership and managerial roles in HR strategy, organizational development, and people management.

Learning Outcomes:

- Remember key concepts, models, and terminologies related to strategic human resource management.
- Understand the link between organizational strategy and HR systems that support long-term performance.
- Analyse strategic HR issues using frameworks related to talent management, workforce capability, and organizational effectiveness.
- Apply strategic HR principles to real-life organizational scenarios involving change management, leadership development, and performance alignment.
- Evaluate HR strategies and policies for their contribution to business outcomes, ethical practices, and employee well-being.
- Create coherent strategic HR initiatives that strengthen organizational capability and support sustainable competitive advantage.

Sr No	Units/Modules	No. of Lectures
I	<p>Strategic Human Resource Management: Overview.</p> <p>1.1 Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM.</p> <p>1.2 Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals</p> <p>1.3 Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model</p> <p>1.4 HR Environment –Environmental trends and HR Challenges</p> <p>1.5 Linking SHRM and Business Performance.</p> <p>1.6 Strategy Formulation: Formulation of a Company’s Vision & Mission. Forces Influencing the Strategy Formulation.</p>	15
II	<p>Human Resource Strategies:</p> <p>2.1 Developing HR Strategies to Support Organizational Strategies, conducting a strategic review, implementing HR strategies</p> <p>2.2 Resourcing Strategy – Meaning and Objectives</p> <p>2.3 Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection</p> <p>2.4 Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage</p> <p>2.5 Rewards Strategies – Meaning, Importance: Monetary Reward Systems, Non-Monetary Reward Systems, Employee Assistance and Employee Recognition.</p> <p>2.6 Employee Relations Strategy, Retention Strategies</p> <p>2.7 Strategies for enhancing Employee Work Performance. Impact on Organizational Performance</p>	15
III	<p>Human Resource Policies:</p>	15

	<p>3.1 Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment</p> <p>3.2 Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies</p> <p>3.3 Importance of Strategic HR Policies to Maintain Workplace Harmony</p>	
IV	<p>Recent Trends in Strategic Human Resource Management:</p> <p>4.1 Mentoring – Importance and benefits</p> <p>4.2 Employees satisfaction and Happiness - Long term benefits to organization.</p> <p>4.3 Employee Experience – Concept Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement</p> <p>4.4 Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking, Business Excellence Model</p> <p>4.5 Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions.</p> <p>4.6 Human Capital Management –Meaning, Role, Importance and benefits to the organization. Optimal utilization of Human Capital.</p> <p>4.7 HR strategy in International Context, converting global presence into global competitive advantage, HR 4.0</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	2	Strategic Human Resource Development
2	3	Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment
3	4	Employee Experience and engagement

Online Resources

https://onlinecourses.nptel.ac.in/noc20_hs48/preview (strategic human resource development)
https://indiafreenotes.com/requisites-of-a-sound-hr-policies-recruitment-selection-training-and-development-performance-appraisal-compensation-promotion-outsourcing-retrenchment/ (HR policies)
https://www.youtube.com/watch?v=Ml4_c_b6AyE (Employee experience and engagement)

Reference Books

Recommended Text:

- Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
- Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
- Strategic Human Resource Management, Tanuja Agarwal
- Strategic Human Resource Management, Jeffrey A. Mello
- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003
- Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008
- Strategic Human Resource Management, Formulating and Implementing HR Strategies for a Competitive Advantage By [Ananda Das Gupta](#)
- Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
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B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Semester End Evaluation Paper Pattern		60 marks
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OR		
Q.1) B)	Question from Module I	8
Q.1) C)	Question from Module I	7
OR		
Q.1) D)	Question from Module I	7
Q.2) A)	Question from Module II	8
OR		
Q.2) B)	Question from Module II	8
Q.2) C)	Question from Module II	7
OR		
Q.2) D)	Question from Module II	7
Q.3) A)	Question from Module III	8
OR		
Q.3) B)	Question from Module III	8
Q.3) C)	Question from Module III	7
OR		
Q.3) D)	Question from Module III	7
Q.4) A)	Question from Module IV	8
OR		
Q4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7
OR		
Q.4) D)	Question from Module IV	7

Dr Rita Khatri

Chairperson Bos (Commerce and Management)