

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 Programmes

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. 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@gmail.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 Programmes Under

The Faculty of Commerce and Management

For the programme

Bachelors of Management Studies

Curriculum– Forth Year Undergraduate Programmes (Honors With Research)

Semester-VII and Semester – VIII

INDEX

Semester VII (Honors with Research)

Sr No	Particulars		Name of Subject	Credits
1	MAJOR*	FINANCE	Operation Research	4
			Financial report & Analysis	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	MINOR*	FINANCE / MARKETING / HUMAN RESOURCE MANAGEMENT	Applied Business Research	4
3	RESEARCH PROJECT		Guidelines will be share separately	4
	TOTAL			20

Semester VIII (Honors with Research)

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
3	RESEARCH PROJECT		Guidelines will be shared separately	8
	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 (HONORS WITH RESEARCH) (Summary)

Sr No	Choice Based Credit		Name of Subject
1	MAJOR	FINANCE	Operation Research
			Financial report & Analysis
			Corporate Finance
		MARKETING	Operation Research
			Marketing Analytics
			Marketing Research
		HUMAN RESOURCE MANAGEMENT	Operation Research
			HR Analytics
			Human Resource Planning and Information System
2	MINOR	FINANCE / MARKETING / HUMAN RESOURCE MANAGEMENT	Applied Business Research
2	Research Project		Research Project

Fourth Year Semester VII (HONOR WITH RESEARCH) Internal and External Detailed Scheme

Sr · N o.	Particulars	Subject Title	Periods Per Week					Cred it	Internals				Exter nal SEE	Tota l Mar ks	
			Uni ts	SL	L	T	P		SLE/ AP	C T/ PE	C P	T			
1	MAJOR	FINANCE	Operatio n Research	4	20% *	4	0	0	4	15	20	5	4 0	60	100
			Financial report & Analysis	4	20% *	4	0	0	4	15	20	5	4 0	60	100
			Corporat e Finance	4	20% *	4	0	0	4	15	20	5	4 0	60	100
		MARKETIN G	Operatio n Research	4	20% *	4	0	0	4	15	20	5	4 0	60	100
			Marketin g Analytic s	4	20% *	4	0	0	4	15	20	5	4 0	60	100
			Marketin g Research	4	20% *	4	0	0	4	15	20	5	4 0	60	100
		HUMAN RESOURCE MANAGEM ENT	Operatio n Research	4	20% *	4	0	0	4	15	20	5	4 0	60	100
			HR Analytic s	4	20% *	4	0	0	4	15	20	5	4 0	60	100
			Human Resource Planning and Informat ion System	4	20% *	4	0	0	4	15	20	5	4 0	60	100
2	MINOR	FINANCE / MARKETIN G / HUMAN RESOURCE MANAGEM ENT	Applied Business Research	4	20% *	4	0	0	4	15	20	5	4 0	60	100
3	RESEARCH PROJECT							4				4 0	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	Total No. of lectures	Credit	Total Marks	
0MAJOR (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	Final Accounts of Banking Company	15	60	4	100
		II	Final Accounts of Insurance Companies	15			
		III	Preparation of Final Accounts of Companies	15			
		IV	Non-Banking Financial Companies	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	60	4	100
		III	Customer Analytics and Segmentation Techniques	15			
		IV	Pricing Analytics and Choice Modelling	15			
	6	I	Foundations of Marketing Research & Research Planning	15			
		II	Data Collection Methods & Research Approaches	15			
		III	Data Processing, Analysis, Reporting & Applications	15			
		IV	Application of Marketing research	15			
	MAJOR (HUMAN RESOURCE MANAGEMENT)	7	I	Introduction to Operations Research & Linear Programming Problems			
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			
MINOR (FINANCE / MARKETING / HUMAN RESOURCE MANAGEMENT)	10	I	Foundations of Research Thinking and Approaches	15	60	4	100
		II	Literature Review, Reference Management and Academic Integrity	15			
		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 WITH RESEARCH)

Part 3 - Detailed Scheme

MAJOR (4 CREDITS)

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.

Unit No.	Module	No. of Lectures
1	<p>1.1 Introduction to Operations Research:</p> <p>1.1.1 Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Limitations of Operations Research</p> <p>1.1.2 Phases of Operations Research, Types of Operations Research Models, 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- 	20

	<p>Negativity Constraints).</p> <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. ● Initial Feasible Solution (IFS) by: <ol style="list-style-type: none"> 1. North West Corner Rule (NWCR) 2. Least Cost Method (LCM)/ Matrix minima method (MMM) 3. 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. 	<p>15</p>

	<ul style="list-style-type: none"> • Case Study. 	
III	<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. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. • Case Study. 	15
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. 	10

	<ul style="list-style-type: none"> ● 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 	
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:

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

	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/RegulatoryReports/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.	

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	12

	2.3 Practical Problems	
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
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	Introduction and Strategic Foundations of Marketing Analytics 1.1 Meaning, scope, and strategic role of marketing analytics in business 1.2 Data-driven decision making and competitive advantage 1.3 Types of analytics: descriptive, exploratory, diagnostic, predictive, and prescriptive in marketing 1.4 Marketing performance measurement and metrics 1.5 Emerging trends in marketing analytics including AI applications in analytics workflows 1.6 Ethical use of data and analytics in marketing (privacy, bias, transparency)	15
II	Marketing Data Handling, Tools, and Visualization 2.1 Understanding marketing data sources (digital, survey, transaction, social) 2.2 Data preparation: cleaning, formatting, and pre-processing for analysis 2.3 Slicing and dicing data with Pivot Tables 2.4 Using charts and dashboards to summarize data 2.5 Functions for summarization and basic analytics in Excel 2.6 Introduction to R and Python for marketing analytics tasks (data loading, basic coding) 2.7 Use of visualization libraries and tools for storytelling (optional Power BI/Tableau pointers)	15

III	Customer Analytics and Segmentation Techniques 3.1 Understanding customer analytics from acquisition to retention 3.2 Customer journey mapping and touchpoint analytics 3.3 Customer Lifetime Value (CLV): calculation and strategic use 3.4 RFM (Recency, Frequency, Monetary) analysis and interpretation 3.5 Customer churn analysis and predictive approaches 3.6 Segmentation analysis process 3.7 Cluster analysis for customer segmentation and practical cases 3.8 Real applications of segmentation in digital and retail marketing	15
IV	Pricing Analytics and Choice Modelling 4.1 Pricing objectives in analytics framework 4.2 Bundling strategies and types of bundling 4.3 Price skimming strategy and analytical evaluation 4.4 Quantifying price elasticity using regression-based models 4.5 Product attribute analysis using conjoint analysis 4.6 Logistic regression for marketing decisions 4.7 Discrete choice analysis and Random Utility Theory 4.8 Introduction to AI-assisted modelling and decision support tools	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

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

References:

- 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		
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 (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 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>	15
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
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, Build the 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 2.3 Benchmarking HR Practices using Data and AI Insights 2.4 Dashboarding of KPIs using Excel, Tableau, and AI-based analytics platforms	15
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 of Collaboration 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
1	Overview of Human Resource Planning (HRP) 1.1 Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. 1.2 Process of HRP- at sub-unit and organizational (Macro and Micro) level, HR Demand Forecasting–Factors, Techniques – (Concepts Only) HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans 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. 1.4 Barriers in Effective Implementation of HRP and Ways to Overcome Them.	15

	1.5 Application of AI in Strategic HRP: AI-driven decision support systems, scenario planning, and data-driven strategic workforce planning.	
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> <p>3.2 Return on Investment in HRP- Meaning and Importance.</p> <p>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>	15
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</p>	15

	platforms, people analytics, and smart HR ecosystems.	
--	---	--

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		
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	15

	<p>2.1 Meaning and purpose of a literature review</p> <p>2.2 Types of literature reviews: narrative, systematic, scoping, integrative</p> <p>2.3 Sources of academic literature: journals, books, reports, thesis</p> <p>2.4 Steps in conducting a literature review: search, screen, extract, organize, synthesize</p> <p>2.5 Reading strategies for academic papers: skimming, scanning, identifying arguments</p> <p>2.6 Reference management: concept, importance, organization</p> <p>2.7 Citation styles: APA, MLA, Chicago, Harvard</p> <p>2.8 Open-source reference tools: Zotero, Mendeley, Zotero Bib</p> <p>2.9 Digital tools for literature search: Google Scholar, SSRN, ResearchGate, BASE, Connected Papers</p> <p>2.10 Academic integrity: paraphrasing, quoting, preventing plagiarism</p>	
III	<p>Research Design, Theoretical Frameworks and Data Analysis Tools</p> <p>3.1 Research design: concept, purpose and components</p> <p>3.2 Conceptualization and operationalization of variables</p> <p>3.3 Building theoretical and conceptual frameworks</p> <p>3.4 Linking theory to research methods</p> <p>3.5 Introduction to data preparation: data entry, cleaning, coding</p> <p>3.6 Overview of analytical tools: Excel, SPSS, Jamovi,</p> <p>3.7 Descriptive statistics using software</p> <p>3.8 Pivot tables, charts and visualizations</p> <p>3.9 Correlation, simple regression and hypothesis testing using software (concept + output)</p> <p>3.10 Ethical and responsible use of data and analytical software tools</p>	15
IV	<p>Research Interpretation, Publication, Indexing and Communication</p> <p>4.1 Interpreting quantitative and qualitative findings</p> <p>4.2 Identifying patterns, trends and drawing conclusions</p> <p>4.3 Writing insight briefs and analytical summaries</p> <p>4.4 Structure of a research report: introduction, literature review, methods, results, discussion</p> <p>4.5 Academic publication process and peer review</p> <p>4.6 Indexing systems: Scopus, Web of Science, UGC-CARE</p> <p>4.7 Journal quality metrics: Impact Factor, CiteScore, SJR, SNIP</p> <p>4.8 Author metrics: h-index, i10-index, citation counts, Altmetrics</p> <p>4.9 Predatory journals and ethical publication practices</p> <p>4.10 Communicating research to academic and managerial audiences</p>	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 Summative Assessment QUESTION PAPER PATTERN SEMESTER VII (SEM-END EXAM)	Internal = 40 marks An the following methods of assessment may be undertaken: 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

Q4) B)	Question from Module IV	8
Q.4) C)	Question from Module IV	7

OR

Q.4) D)	Question from Module IV	7
----------------	--------------------------------	----------

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	Research Project		Research Project

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

Sr · No.	Particulars		Subject Title	Periods Per Week					Cred it	Internals				Exte rnal SEE	Total Mar ks
				Uni ts	SL	L	T	P		SLE/ AP	C T/ PE	C P	T		
1	MAJOR	FINANCE	Internatio nal 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
		MARKETI NG	Internatio nal 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
			Internatio nal Marketing	4	20% *	4	0	0	4	15	20	5	40	60	100
		HUMAN RESOURC E MANAGE MENT	Internatio nal Economics	4	20% *	4	0	0	4	15	20	5	40	60	100
			Knowledg e managem ent	4	20% *	4	0	0	4	15	20	5	40	60	100
			Business Ethics & Corporate Governanc e	4	20% *	4	0	0	4	15	20	5	40	60	100
3	RESEAR CH PROJEC T			8										200	
	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 – VIII 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				
	MAJOR (HUMAN RESOURCE MANAGEMENT)	7	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			
		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				
	Research Project	10		Research Project			8	

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

SEMESTER – VIII (HONORS WITH RESEARCH)

Part 5 - Detailed Scheme

MAJOR (4 CREDITS)

MAJOR (Finance/Marketing/Human Resource Management)

Subject Name: International Economics (4 CREDITS)

Course Objectives

The course aims to:

1. Introduce students to the conceptual foundations of international economics and global trade.
2. Develop understanding of modern trade theories, international business models, and competitiveness frameworks.
3. Analyse the structure and functioning of the Balance of Payments, exchange rate systems, and international monetary mechanisms.
4. Examine trade policies, regional trade agreements, and multilateral institutions influencing global commerce.
5. 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
1	Foundations and Frameworks of International Economics and Global Competitiveness 1.1 Nature, Scope, and Importance of International Economics 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 1.3 Theories and Models of International Business and Competitiveness: EPRG Model, Hofstede's Cultural Dimensions, PESTEL Analysis	15

II	Balance of Payments, Exchange Rates and International Monetary System 2.1 Balance of Payments: Structure and components of the Balance of Payments (bop), Disequilibrium in bop and its adjustment mechanisms 2.2 Currency Convertibility: Current Account and Capital Account Convertibility 2.3 Determination of exchange rates: fixed, floating, and managed float 2.4 International Monetary System; Evolution of International Monetary System, Gold Standard, Bretton Wood System	15
III	Trade Policy, Economic Integration, and Global Trade Governance 3.1 Free trade vs. protectionism 3.2 Tariff and non-tariff barriers 3.3 Economic integration: Types, Benefits and challenges 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 3.5 Asian Development Bank: Roles and responsibilities	15
IV	Contemporary Global Economic Issues and Policy Challenges 4.1 Globalization vs. Deglobalization debate 4.2 AI and Labor Market Dynamics 4.3 Digital Currency: CBDC vs Cryptocurrencies 4.4 Global inequality: Income Inequality, Regional Inequality, Migration: Benefits & Challenges, Development finance: Loans and grants from international financial institutions (IMF, World Bank, ADB) 4.5 Geopolitics and International Trade: Trade Wars, Sanctions and Global Supply Chain Disruptions 4.6 Global economic governance - G20, BRICS, and emerging power blocs	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	10

	<p>2.4 Time value of money</p> <p>2.5 Long term financing</p> <p>2.6 Cost of capital</p> <p>2.7 Measure of Leverage Project Finance</p> <p>2.8 Project evaluation; stage of project; construction & development phase; funding during investment phase</p> <p>2.9 Costs during investment phase</p> <p>2.10 Life of project</p> <p>2.11 Decision making</p>	
III	<p>Equity Research Modeling</p> <p>3.1 Prepare an Income Statement, Balance sheet, Cash Flow Statement, Cost Statement, Debt Sheet, Analyze Revenue Drivers</p> <p>3.2 Forecast Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement.</p> <p>3.3 Performa Adjustments, Income Statement - Compute Margins, Balance Sheet Compute Ratios</p> <p>3.4 Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart)</p> <p>3.5 Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview, Sector Overview</p>	30
IV	<p>Business Valuation</p> <p>4.1 Introduction to Valuation, Value, Distinction between Price and Value Foundation of Business Valuation, Purpose of business valuation</p> <p>4.2 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</p> <p>4.3 Introduction to Goodwill, Patent, Copyright and Trademark</p> <p>4.4 Valuation of Goodwill (practical questions)</p>	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
	3.1 Public Sector: Perception of Stock Market, Divestment Process, Behavioral Anomalies, Discounting the positives, Size Matters so do the returns, Serving Capitalism 3.2 Initial Public Offerings: Indian IPO Scenario, Economics of IPO, Initial Risk takers, Investor Heuristic, Understanding the IPO Phenomena.	
IV	Sector Investing, Index Investing and Investor Behavior based Finance	15
	4.1 Sector Investing: Behavioral Traits, Sector Bubble, Sector Analysis, Sector Growth Effect, Lessons for Investors 4.2 Index Investing: Introduction, Stock Market behavior, What is Index Investing, Why do Investors go for Index Investing 4.3 Investor Behavior Based Finance: Stock Price, Role of Owners: Investors, Corporate Behavior, and Investor Behavior Based Finance. 4.4 Behavioral finance: Related with Personal Finance, Corporate Finance and Portfolio Management	

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/rEEI1L2AIM>

<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> <p>2.10 Strategic planning, implementation, and control</p>	15
III	<p>Design thinking – principles and process</p> <p>3.1 Design Thinking Foundations</p> <p>3.2 Introduction to design thinking</p>	15

	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	
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		
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 (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> <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>	15
II	International Marketing Environment and Marketing Research	15

	<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>	
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 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</p>	15

	concepts, standardization versus adaptation, digital promotion tools, social media, influencers and content localization.	
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

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: 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> <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</p>	15

	<p>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>	15

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

Dr Rita Khatri

Chairperson Bos (Commerce and Management)