

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

Bachelor of Management Studies

With effect from the

Academic year 2026-27



Board of Studies in the Subjects of Commerce and Management

1) Dean of Commerce

Prof. Dr. Pooja Ramchandani, Principal, H R College, Mumbai- 400020 Email id:
dean.commgmt@hsncu.edu.in

2) Name of Chairperson

Dr. Ritika Pathak, Vice Principal, Assistant Professor, K.C. College, Mumbai-400020 Email
id: ritika.pathak@kccollege.edu.in

Co-Chairperson/Coordinator: -

Ms. Charvi Gada, Assistant Professor, H R College, Mumbai- 400020 Email id:
charvigada@hrcollege.edu

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

a) Dr. Khushnuma Tata, Assistant Professor, K.C. College, Mumbai- 400020 Email id:
khushnuma.tata@kccollege.edu.in

b) Dr. Kea Thawani, Assistant Professor, HSNC University, Mumbai. Email id:
kea.thawani@hsnc.edu.in

c) Ms. Tanvi Khandhar, Assistant Professor, H.R. College, Mumbai- 400020 Email id:
Tanvi.khandhar@hrcollege.edu

d) Dr. Sneha Singh, Assistant Professor, K.C. College, Mumbai- 400020 Email id:
Sneha.singh@kccollege.edu.in

e) Mr. Darshit Shah, Assistant Professor, H.R. College, Mumbai- 400020 Email id:
darshit_shah@hrcollege.edu

4) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by Parent Body

a) Dr. Antara Suhas Sonawane, Vice Principal at Hinduja College Mumbai Email id:
antra.sonawane@hindujacollege.com

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

a) Dr. Rajesh Mankani, Assistant Professor, Head of Management Studies NHSMRE. Email id:
doctor.rajeshmkn@hotmail.com

- b) **Mr. Sekkizhar Balasubramanian, Chartered Accountant, Ex – Deloitte. Email Id: bsekkizhar@gmail.com**
- c) **Mr. Girish Naik, Vice President – Mitsubishi Corporation India Pvt. Ltd, Email Id: girish.naik@mitsubishicorp.com**
- d) **Mr. Sanmesh Malvankar, Regional Manager – International University of Applied Science, Germany. Email Id: sanmesh.malvankar@gmail.com**
- e) **Dr. Meena Desai, Founding Member – ISME & ATLAS SkillTech University, Mumbai Email id: meenahd@gmail.com**
- 6) **Foreign Expert**
- a) **Dr. Aaron Reed, President & CEO, Neumont University, Utah Email Id: areed@neumont.edu**
- 7) **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) **Mithil Inamdar (Under Graduate Student), K. C. College. Email Id: mithilinamdar07@gmail.com**
- b) **Geetika Bhatia (Under Graduate student) H R College Email id: geetikabhatia58@gmail.com**
- c) **Keshav Verma (Under Graduate Student), H. R. College. Email Id: keshavv921@gmail.com**



HSNC University, Mumbai

(2020-2021)

Ordinances and Regulations

with Respect to

Choice Based Credit System

(CBCS)

For the Programmes Under

The Faculty of Bachelors of Management Studies

For the programme

Curriculum– Third Year Undergraduate Programmes

Semester-V and Semester -VI

INDEX

Semester V

Sr No	Particulars	Name of Subject	Credits
1.	Core course (CC)	Strategic Management	4
2.	Core course (CC)	Logistics and Supply Chain Management	4
3.	Discipline Specific Elective (Finance) – Any two	Equity and Debt Market	4
4.		Direct Tax	4
5.		Risk management	4
6.		Corporate restructuring	4
7.	Discipline Specific Elective (Marketing) – Any two	Sales and Distribution Management	4
8.		Strategic Brand Management	4
9.		Advertising & Digital Marketing	4
10.		Event & Social Marketing	4
11.	Discipline Specific Elective (Human Resource Management) – Any two	Change Management and Organizational Development	4
12.		Recruitment and Selection	4
13.		Employee Engagement and Life Cycle Management	4
14.		Training & Development	4
15.	Discipline Specific Elective (Business Analytics) – Any two	Data Analytics using R /Python	4
16.		HR Analytics	4
17.		Marketing Analytics	4
18.	Internship		4
	Total		20

Semester VI

Sr No	Particulars	Name of Subject	Credits
1.	Core course (CC)	Project Management	4
2.	Core course (CC)	Business Ethics and Corporate Governance	4
3.	Discipline Specific Elective (Finance) – Any two	Commodity and Derivatives market	4
4.		Behavioral Finance	4
5.		Indirect Tax	4
6.		Investment Analysis & Portfolio Management	4
7.	Discipline Specific Elective (Marketing) – Any two	Retail Marketing	4
8.		International Marketing	4
9.		Rural Marketing	4
10.		Service Marketing	4
11.	Discipline Specific Elective (Human Resource Management) – Any two	Performance management & career planning	4
12.		International HR	4
13.		Leadership and managerial effectiveness	4
14.		Compensation management	4
15.	Discipline Specific Elective (Business Analytics) – Any two	Financial Analytics	4
16.		Data Visualization	4
17.		Social media & Web Analytics	4
18.	Field Book Project / Community engagement Projects		4
	Total		20

Preamble

The Bachelor of Management Studies (BMS) program is designed for undergraduates aspiring to cultivate the skills and knowledge essential for managerial roles across diverse organizations. This comprehensive curriculum encompasses fundamental principles and practices within key functional domains of business management. Furthermore, it delves into vital areas such as entrepreneurship, the legal framework governing business operations, advancements in information technology, the implications of globalization, and the nuances of economic integration, equipping students for success in a dynamic industrial landscape.

The course aims to provide students with the opportunities, resources, and relevant reading materials necessary for a formal academic orientation that emphasizes real-world application. The objective is to enhance students' creativity and effectiveness, equipping them with the skills to thrive in their future careers.

Students enrolling in a Management Studies program will establish a robust foundation in management principles and strategic development. The elective courses provide an opportunity for deeper exploration of specific areas, such as finance, marketing, human resource management, and international real estate management. Beyond imparting business management knowledge, this program equips students with the essential tools to understand organizational dynamics, governance structures, and responsiveness to both domestic and global environments. The student-centered learning approach emphasizes techniques and skills that foster independent problem-solving and promote lifelong learning.

The quality of technical education is influenced by several factors, including a socially and industrially relevant outcome-based curriculum, high-quality and motivated faculty, an effective teaching and learning process, valuable industry internships, and student evaluations based on desired outcomes. Consequently, it was essential to develop a Model Curriculum crafted by top experts from academia and industry, considering the latest industry trends and market needs. This curriculum aims to be a resource for universities, technical education boards, and engineering institutions nationwide. To achieve this, the AICTE assembled a team of experts to design the Model Curriculum for the UG Degree Course in Bachelor of Management Studies (BMS).

The curriculum includes courses in Management Studies with a strong emphasis on foundational knowledge, core discipline-specific courses, and a wide range of electives from both within and outside the discipline, including emerging fields, all structured within a 120-160 credit framework. Integrated summer internships provide students with hands-on industry experience, aligning their skills with real-world requirements. These programs are carefully designed to meet the needs of the contemporary business environment, blending theoretical insights with practical applications. The curriculum emphasizes innovation, entrepreneurship, and ethical leadership, aiming to develop well-rounded individuals capable of driving organizational growth, supporting sustainable

practices, and making positive societal contributions.

With an emphasis on interdisciplinary and experiential learning methodologies, along with industry-relevant projects, the programs are designed to foster critical thinking, problem-solving skills, and effective communication in students. The Honours and Honours with Research tracks further offer opportunities for academic excellence, advanced research, and specialization in specific areas of business administration.

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):

- o 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– V Summary

Sr. No.	Choice Based Credit System	Remarks
1.	Core course (CC)	Strategic Management
2.	Core course (CC)	Logistics and Supply Chain Management
3.	Discipline Specific Elective	Equity and Debt Market
4.	(Finance)	Direct Tax
5.		Risk management
6.		Corporate restructuring
7.	Discipline Specific Elective	Sales and Distribution Management
8.	(Marketing)	Strategic Brand Management
9.		Advertising & Digital Marketing/
10.		Event & Social Marketing
11.	Discipline Specific Elective	Change Management And Organizational
	(Human Resources)	Development
12.		Recruitment and Selection
13.		Employee Engagement and Life Cycle
		Management
14.		Training & Development
15.	Discipline Specific Elective	Data Analytics using R /Python
16.	(Business Analytics)	HR Analytics
17.		Marketing Analytics

Third Year Semester V Internal and External Detailed Scheme

Sr. No.	Subject Title	Periods Per Week						Credit	Internals					Total Marks
		Units	SL	L	T	P	SLE/PA/P		CT	AP	T	SEE		
1.	Strategic Management	4	20%*	4	0	0	4	15	20	5	40	60	100	
2.	Logistics and Supply Chain Management	4	20%*	4	0	0	4	15	20	5	40	60	100	
3.	Equity and Debt Market	4	20%*	4	0	0	4	15	20	5	40	60	100	
4.	Direct Tax	4	20%*	4	0	0	4	15	20	5	40	60	100	
5.	Risk management	4	20%*	4	0	0	4	15	20	5	40	60	100	
6.	Corporate restructuring	4	20%*	4	0	0	4	15	20	5	40	60	100	
7.	Sales and Distribution Management	4	20%*	4	0	0	4	15	20	5	40	60	100	
8.	Strategic Brand Management	4	20%*	4	0	0	4	15	20	5	40	60	100	
9.	Advertising & Digital Marketing/	4	20%*	4	0	0	4	15	20	5	40	60	100	
10.	Event & Social Marketing	4	20%*	4	0	0	4	15	20	5	40	60	100	
11.	Change Management And Organizational Development	4	20%*	4	0	0	4	15	20	5	40	60	100	
12.	Recruitment and Selection	4	20%*	4	0	0	4	15	20	5	40	60	100	
13.	Employee Engagement and Life Cycle Management	4	20%*	4	0	0	4	15	20	5	40	60	100	
14.	Training & Development	4	20%*	4	0	0	4	15	20	5	40	60	100	
15.	Data Analytics using R /Python	4	20%*	4	0	0	4	15	20	5	40	60	100	
16.	HR Analytics	4	20%*	4	0	0	4	15	20	5	40	60	100	
17.	Marketing Analytics	4	20%*	4	0	0	4	15	20	5	40	60	100	
18.	Internship	4									40	60	100	
Total Hours / Credit								20	Total Marks					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

Third Year Semester – V Units – Topics – Teaching Hours

Sr. No.	Subject Unit Title		Lectures	Total No. of lectures	Credit	Total Marks
1	I	Introduction to Strategic Management	15	60	4	100
	II	Strategy Formulation	15			
	III	Strategy Implementation	15			
	IV	Strategic Evaluation & Control	15			
2	I	Introduction to Supply Chain Management	15	60	4	100
	II	Demand and Supply Coordination	15			
	III	Sourcing and Pricing Strategies	15			
	IV	Supply Chain Network Design	15			
3	I	Introduction to Financial Markets	15	60	4	100
	II	Dynamics of Equity Market	15			
	III	Debt Market	15			
	IV	Valuation of Equity and Bonds	15			
4	I	Definitions U/S 2- Basis of Charge and Exclusions from Total Income	15	60	4	100
	II	Heads of Income	15			
	III	Deductions Under Chapter VI A	15			
	IV	Computation of Total Income & Tax Liability	15			
5	I	Introduction to Risk Management	15	60	4	100
	II	Evaluation of Risk	15			
	III	Foreign Exchange Risk	15			
	IV	Enterprise Risk Management	15			
6	I	Corporate Restructuring – Introduction and Concepts	15	60	4	100
	II	Accounting of Internal Reconstruction	15			
	III	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)	15			
	IV	Impact of Reorganization on the Company - An Introduction	15			
7	I	Introduction to Sales and Distribution Management	15	60	4	100
	II	Market Analysis and Selling	15			
	III	Distribution Channel Management	15			
	IV	Performance Evaluation, Ethics and Trends	15			
8	I	Introduction to Brand Management	15	60	4	100
	II	Planning and Implementing Brand Marketing Programs; Luxury Brands	15			
	III	Measuring and Interpreting Brand	15			

		Performance				
	IV	Growing and Sustaining Brand Equity	15			
9	I	Introduction to Advertising and Integrated Marketing Communication	15	60	4	100
	II	Brand Communication, Creativity and Advertising Effectiveness	15			
	III	Digital Marketing and Content Ecosystem	15			
	IV	Social Media Marketing and Digital Campaign Execution	15			
10	I	Introduction to Events	15	60	4	100
	II	Types of Events, Pricing and Sponsorship	15			
	III	Introduction to Social Marketing and CSR	15			
	IV	Trends and Challenges in Event and Social Marketing	15			
11	I	Understanding Change and Contemporary Issues	15	60	4	100
	II	Strategic Change Interventions	15			
	III	Introduction to Organizational Development and Change	15			
	IV	Process and Approaches to Organizational Development OD Process:	15			
12	I	Recruitment	15	60	4	100
	II	Selection	15			
	III	Induction	15			
	IV	Soft Skills	15			
13	I	Employee Life Cycle and Engagement Foundations:	15	60	4	100
	II	Onboarding, Socialization and Engagement through Development:	15			
	III	Performance Management, Rewards and Retention:	15			
	IV	Employee Well-being, Engagement Measurement and Exit Management:	15			
14	I	Overview of Training & Training Need Analysis	15	60	4	100
	II	Training Methods & Digital Learning	15			
	III	Employee Development & Career Management	15			
	IV	Training Evaluation, HR Analytics & AI	15			
15	I	Introduction to R for Business Analytics	15	60	4	100
	II	Arrays, Factors and Data Frames for Business Data	15			
	III	Flow Control and Functions for Analytical Tasks	15			
	IV	Data Visualization using Charts and Graphs	15			
16	I	Introduction to HR Analytics & Data in HR	15			

	II	HR Metrics, Measurement & Scorecards	15	60	4	100
	III	Applications & Predictive Analytics in HR Decision Making	15			
	IV	HR Tech Tools, Digital HR & Future Trends	15			
17	I	Introduction and Strategic Foundations of Marketing Analytics	15	60	4	100
	II	Marketing Data Handling, Tools, and Visualization	15			
	III	Customer Analytics and Segmentation Techniques	15			
	IV	Pricing Analytics and Choice Modelling	15			
		Total			20	500

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

Part 3 - Detailed Scheme

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

Course Title: Strategic Management

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of strategic management concepts, frameworks, and processes used in business decision-making.
- To familiarise students with environmental analysis tools such as PESTLE, Porter's Five Forces, and industry analysis for assessing external business conditions.
- To build capability in analysing internal organizational strengths and weaknesses using frameworks like value chain analysis and resource-based view (RBV).
- To enable formulation of business strategies at corporate, business, and functional levels for sustainable competitive advantage.
- To examine strategic choices including growth, stability, retrenchment, diversification, and international strategies.
- To understand strategy implementation processes including organizational structure, leadership, culture, and control systems.
- To develop decision-making skills through case studies and real-world business scenarios.

Course Outcomes:

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

1. **Define and explain** key concepts, models, and theories of strategic management.
2. **Analyse** external and internal business environments using appropriate strategic tools and frameworks.
3. **Evaluate** strategic options and competitive positions of firms across industries.
4. **Formulate** suitable business and corporate strategies based on organizational goals and market conditions.
5. **Assess** the effectiveness of strategy implementation considering structure, leadership, and organizational culture.
6. **Apply** strategic thinking to real-life business cases and recommend data-backed strategic decisions.

Sr No.	Modules/ Units	No. of Lectures
I	<p>Introduction to Strategic Management</p> <p>1.1 Strategy-Meaning, Definition</p> <p>1.2 Strategic Management-Meaning, Definition, Importance, Strategic management, Role of Strategists & Strategic Leadership</p> <p>1.3 Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</p> <p>1.4 Strategic Intent-Mission, Vision, Goals, Objective, Plans</p> <p>1.5 Core Competencies of Business and Competitive Advantage</p> <p>1.6 Strategic Choice- Factors and Importance</p> <p>1.7 Blue Ocean Strategy and Value Innovation, Red Ocean Strategy, Purple Ocean Strategy</p>	15
II	<p>Strategy Formulation</p> <p>2.1 Environment Analysis and Scanning (SWOT), PESTLE Analysis, Value Chain Analysis, Resource-Based View (RBV) & VRIO Framework</p> <p>2.2 Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</p> <p>2.3 Business Level Strategy (Cost Leadership, Differentiation, Focus)</p> <p>2.4 Functional Level Strategy (R&D, HR, Finance, Marketing, Production)</p>	15
III	<p>Strategy Implementation</p> <p>3.1 Models of Strategy making.</p> <p>3.2 Strategic Analysis & Choices & Implementation: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Frame Work</p> <p>3.3 Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioral, Functional level.</p> <p>3.4 Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning</p> <p>3.5 Strategic Change Management</p>	15

IV	<p>Strategic Evaluation & Control</p> <p>4.1 Meaning, Steps of Evaluation & Techniques of Control Difference Between Strategic Control and Operational Control</p> <p>4.2 Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.</p> <p>4.3 Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organizational Culture and its Significance, Organizational Development and Change Management Strategic management in a new globalized economy</p> <p>4.4 Balanced Scorecard as a Strategic Control Tool</p> <p>4.5 Corporate Governance and Business Ethics</p> <p>4.6 Sustainability and CSR in Strategic Management</p> <p>4.7 Digital Strategy / Technology Disruption</p>	15
----	---	----

Self-Learning topics (Unit wise)

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

Online Resources

https://nptel.ac.in/courses/110/108/110108047/
https://www.youtube.com/watch?v=EQUGBQ-W_o8 (IIT Kharagpur)
https://www.youtube.com/watch?v=tzU3b4d5hbc (IIT Madras)
https://nptel.ac.in/courses/110/101/110101146/

Reference Books:

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

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

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

Course Title: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- To develop a clear understanding of logistics and supply chain management concepts, structure, and their role in business competitiveness.
- To familiarise students with key supply chain components including procurement, inventory management, warehousing, transportation, and distribution systems.
- To build analytical capability for managing material flow, demand forecasting, and inventory control using quantitative and qualitative techniques.

- To examine logistics network design, channel management, and last-mile delivery challenges in modern supply chains.
- To understand the integration of information systems such as ERP, RFID, and digital supply chain platforms in improving operational efficiency.
- To evaluate supply chain strategies including lean, agile, and resilient supply chain models in dynamic business environments.
- To prepare students for roles in logistics, operations, procurement, and supply chain analytics through practical exposure and case-based learning.

Course Outcomes:

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

1. **Define and explain** key concepts, processes, and components of logistics and supply chain management.
2. **Analyse** supply chain operations including sourcing, inventory, warehousing, and transportation systems.
3. **Evaluate** logistics networks and distribution strategies based on cost, efficiency, and service levels.
4. **Apply** supply chain tools and techniques such as inventory models, demand forecasting, and route planning in practical scenarios.
5. **Assess** the role of technology and digital systems in enhancing supply chain performance and coordination.
6. **Develop** strategies to improve supply chain efficiency, responsiveness, and sustainability in real-world business contexts.

Benchmark Institutions:

- Indian Institute of Foreign Trade
- National Institute of Industrial Engineering (NITIE)
- Council of Supply Chain Management Professionals (CSCMP)

Unit No.	Content	No. of Lectures
I	<p>Introduction To Supply Chain Management</p> <p>1.1 Supply Chain & Supply Chain Management: meaning, evolution, historical development, objectives, importance, scope, functions of SCM</p> <p>1.2 SCM as a Management Philosophy: concept, orientation, managerial relevance</p> <p>1.3 Process View of the Supply Chain: cycle view and push–pull view</p> <p>1.4 Linking Competitive Strategy with Supply Chain Strategy: concept of strategic fit</p> <p>1.5 Supply Chain Drivers: facilities, inventory, transportation, information,</p>	15

	<p>sourcing, pricing</p> <p>1.6 Barriers and Challenges in SCM</p> <p>1.7 Value Chain: meaning and role in SCM</p> <p>1.8 Logistics Overview: logistics activities, difference between logistics & SCM, Third Party Logistics (3PL), Fourth Party Logistics (4PL), Reverse Logistics</p> <p>1.9 Role of Information in Supply Chain: information flows, importance, impact on coordination</p>	
II	<p>Demand & Supply Coordination</p> <p>2.1 Demand Management: meaning, activities, process</p> <p>2.2 Demand Forecasting: need, forecasting error , qualitative & quantitative techniques, numericals on moving average and weighted moving average method</p> <p>2.3 Aggregate Planning: conceptual overview, level and chase strategies</p> <p>2.4 Lack of Supply Chain Coordination: causes and implications</p> <p>2.5 Bullwhip Effect: meaning, causes, consequences, mitigation strategies</p> <p>2.6 Collaboration Mechanisms: Strategic partnerships and trust, Continuous Replenishment Program (CRP) and Vendor Managed Inventory (VMI), Collaborative Planning, Forecasting and Replenishment (CPFR)</p> <p>2.7 Issues Due to Stock-Outs</p> <p>2.8 Sales and Operations Planning (S&OP): meaning, purpose, challenges</p> <p>2.9 Demand–Supply Coordination Issues: causes of poor coordination</p> <p>2.10 Customer Service & Stock-Outs: service metrics (fill rate, on-time delivery), cost of stock-outs</p>	15
III	<p>Sourcing & Pricing Strategies</p> <p>3.1 Strategic Sourcing: meaning, role, sourcing strategies, benefits</p> <p>3.2 Challenges in global sourcing</p> <p>3.3 Make-or-Buy Decisions</p> <p>3.4 Supplier Scoring and Assessment: supplier scoring, evaluation, and ranking techniques</p> <p>3.5 Supplier Selection and Relationship Development: concept, techniques of supplier selection, importance of relationship development</p> <p>3.6 Design Collaboration with Suppliers: conceptual overview</p> <p>3.7 Procurement Process: meaning, steps, procurement vs purchase</p> <p>3.8 Pricing for Perishable and Seasonal Demand: pricing approaches for time-sensitive products</p>	15
IV	<p>Supply Chain Network Design</p> <p>4.1 Role and Importance of Distribution Networks</p>	15

	<p>4.2 Factors Influencing Network Design</p> <p>4.3 Design Options for Distribution Networks: Manufacturer Storage with Direct Shipping, Manufacturer Storage with In-Transit Merge, Distributor Storage with Package Carrier Delivery, Distributor Storage with Last-Mile Delivery, Distributor or Retailer Storage with Customer Pickup, Retail Storage with Customer Pickup, Cross-Dock Distribution Network, Hub-and-Spoke Distribution Network, Multi-Echelon Distribution Network</p> <p>4.4 E-Business and Its Impact on Supply Chain Networks: advantages, limitations, operational changes</p> <p>4.5 Network Design in Practice: case studies on retail, e-commerce, global supply chains</p> <p>4.6 Transportation in Network Design: role, transportation modes, inter-modal transportation, Transport infrastructure (brief overview)- Logistics parks & Multi-modal logistics parks , Deep water ports, Dedicated freight corridor, Inland container depots, Double stack containers, Unit trains, Cold chain storage, Last-Mile connectivity infrastructure</p> <p>4.7 Design Options For Transportation Network: Direct Shipping, Milk Run, Hub-and-Spoke Network, Cross-Docking Network, Consolidation Network, Pool Distribution, Multi-Modal Transportation, Intermodal Transportation, Last-Mile Delivery Network, Reverse Logistics Network</p> <p>4.8 Transportation design trade-offs: concept</p> <p>4.9 Routing and scheduling: conceptual overview</p>	
--	---	--

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Process View of the Supply Chain: cycle view and push-pull view, Linking Competitive Strategy with Supply Chain Strategy: concept of strategic fit
2	Demand Management: meaning, activities, process, Demand Forecasting: need
3	Strategic Sourcing: meaning, role, sourcing strategies, benefits
4	Network Design in Practice: case studies on retail, e-commerce, global supply chains

Online Resources/MOOCs

Sr. No	Resources
1	https://onlinecourses.swayam2.ac.in/cec26_mg09/preview
2	https://www.egyankosh.ac.in/bitstream/123456789/111588/3/Unit-3.pdf
3	https://onlinecourses.swayam2.ac.in/imb26_mg52/preview
4	https://onlinecourses.swayam2.ac.in/imb26_mg108/preview

Reference Books

- Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
- Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson.
- David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics
- Donald Waters, An Introduction to Supply Chain • Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services
- Vinod Sople, Logistic Management - The Supply Chain Imperative • Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process
- Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management- Understanding the Supply Chain
- Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education
- Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson
- Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies

Suggested Case Topics:

- Dell's direct model in PC manufacturing: Integration of supply chain and ebusiness.
- Starbucks' sustainable sourcing practices: A supply chain perspective.
- Walmart's supply chain management strategies for global dominance.

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

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

FINANCE SPECIALIZATION

Course Title: Equity and Debt Market

Course Code: DSE

Credits: 4

Course Objectives:

- To develop a strong conceptual understanding of equity and debt markets and their role in the financial system and economic development.
- To familiarise students with primary and secondary market structures, instruments, and participants in equity and debt markets.
- To build analytical skills for evaluating equity securities using fundamental and basic technical analysis approaches.
- To understand debt instruments including government securities, corporate bonds, debentures, and money market instruments.
- To examine the risk-return relationship, pricing mechanisms, and yield concepts associated with equity and debt investments.
- To analyse the regulatory framework governing capital markets in India, including the role of Securities and Exchange Board of India and stock exchanges.
- To prepare students for careers in capital markets, investment advisory, portfolio management, and financial research.

Course Outcomes:

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

1. **Define and explain** key concepts, instruments, and functioning of equity and debt markets.
2. **Differentiate** between primary and secondary markets, and various financial instruments within equity and debt segments.
3. **Analyse** equity securities using basic fundamental indicators and interpret market trends.
4. **Evaluate** debt instruments based on yield, credit risk, maturity, and interest rate movements.
5. **Apply** concepts of risk-return, valuation, and pricing in investment decision-making.
6. **Assess** the role of regulatory bodies such as Securities and Exchange Board of India in ensuring market efficiency and investor protection.

Sr No.	Modules/ Units	No. of Lectures
I	Introduction to Financial Markets 1.1 Equity market – Meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; Divorce between ownership and management in companies, Importance of Equity Markets in a Developing Country like India, Recent developments 1.2 Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.	15

II	<p>Dynamics of Equity Market</p> <p>2.1 Primary Market: IPO – methods followed , Book building, Role of merchant bankers in fixing the price(Red herring prospectus); Greenshoe Option; Practical Aspects of investing in Primary market. (ASBA, Demat Account)</p> <p>2.2 Secondary Market: Definition & functions of stock exchanges 3)Stock exchanges in India; sweat equity, ESOP & Rights issue of shares</p> <p>2.3 Stock market Indices</p>	15
III	<p>Debt Market</p> <p>3.1 Introduction to Debt Markets</p> <p>3.2 Bonds: Features of bonds, Types of bonds</p> <p>3.3 Participants of debt markets: Issuers and Investors</p> <p>3.4 Recent Developments</p>	15
IV	<p>Valuation of Equity and Bonds</p> <p>4.1 Valuation of equity:</p> <p>4.1.1 Ratio Analysis and valuation</p> <p>4.1.2 Dividend discount model(zero growth, constant growth & multiple growth)</p> <p>4.1.3 Multiple based valuation model</p> <p>4.2 Valuation of bonds</p> <p>4.2.1 Determinants of the value of bonds</p> <p>4.2.2 Yield to Maturity</p> <p>4.2.3 Interest rate risk</p> <p>4.2.4 Determinants of Interest Rate Risk</p>	15

Self-Learning topics (Unit wise):

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

Online Resources

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

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

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

Reference Books:

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

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern**A. Formative Assessment****40marks**

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

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

Course Title: Direct Tax

Course Code: DSE

Credits: 4

Course Objectives:

- To develop a clear understanding of direct taxation concepts and their significance in the Indian taxation system.
- To familiarise students with the provisions of income tax law relating to assessment of individuals, firms, companies, and other entities.
- To build capability in computing taxable income under different heads of income as per the provisions of the Income Tax Act, 1961.
- To understand tax planning, deductions, exemptions, rebates, and assessment procedures applicable under direct tax laws.
- To examine provisions related to capital gains, business income, salary income, house property income, and income from other sources.
- To analyse tax compliance requirements including return filing, TDS, advance tax, assessment procedures,

and penalties.

- To prepare students for careers in taxation, accounting, finance, auditing, compliance, and financial advisory services.

Course Outcomes:

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

1. **Define and explain** key concepts, principles, and provisions related to direct taxation in India.
2. **Compute** taxable income under different heads of income according to applicable tax laws.
3. **Apply** deductions, exemptions, rebates, and tax planning techniques in practical taxation scenarios.
4. **Analyse** tax implications of various financial and business transactions.
5. **Evaluate** tax compliance requirements related to return filing, TDS, advance tax, and assessment procedures.
6. **Develop** practical solutions and tax planning strategies in accordance with prevailing direct tax laws and regulations.

Sr. No	Content	No. of Lectures
I	Definitions U/S 2- Basis of charge and exclusions from total income 1.1 Section 2 –Assessee, Assessment Year, Assessment, Annual value, Business, Capital asset, Income, Person, Previous Year, Transfer 1.2 Basis of Charge: Section 3 – 9 – Previous Year, Residential Status, Scope of Total Income, Deemed Income 1.3 Exclusions from Total Income: Section 10 – restricted to, Agricultural Income, Sums Received from HUF By Member, Share of Profit from Firm, Casual & Non – Recurring Receipts, Scholarships, Income of Minor Child, Allowance to Members of Parliament and Legislative Assembly.	15
II	Heads of Income 2.1 Salary Income: Section 15 – 17, Including Section 10 relating to House Rent Allowance, Travel Concession, Special Allowance, Gratuity, Pension – Commutation, Leave Encashment, Compensation, Voluntary Retirement, Payment from Provident Fund 2.2 Income From House Property: Section 22 – 27, Including Section 2 – Annual Value 2.3 Profits & Gains from Business & Profession: Section 28-32, 36, 37, 40, 40A, 43B. 2.4 Capital Gains: Section 45, 48, 49, 50, 54 and 55 Income from Other Sources: Section 56 – 59	25

III	Deductions Under Chapter VI A 3.1 80 C – Payment of LIC/PF and other eligible investments 3.2 80CCC – Contribution to certain Pension Fund 3.3 80 CCD (1) – National Pension Scheme 3.4 80CCD (1B) Additional Deduction 3.5 80CCD(2) Employer Contribution 3.6 80D – Medical Insurance Premium 3.7 80 DD- Maintenance and medical treatment of handicapped dependent 3.8 80E – Interest on Educational Loan 3.9 80 TTA- Interest on Saving Bank account 3.10 80TTB – Interest on Fixed Deposits 3.11 80U – Deduction in case of Totally blind or physically handicapped or mentally retarded resident person.	5
IV	Computation of Total Income & Tax Liability 4.1 Computation of Total Income of Individual with respect to above heads and deductions and tax liability under Old Regime and New Tax Regime U/S 115 BAC 4.2 Introduction to concept of TDS and Advance Tax, Self-Assessment Tax and Refund	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Scope of Total Income
2.	Income from Other sources
3.	Deductions under Chapter VI A
4.	Introduction Tax Deducted at Source and Advance Tax

Online Resources

<https://resource.cdn.icai.org/61996bos50392cp1.pdf>

Reference Books:

1. Direct Taxes Law & Practice by V.K. Singhania - Taxman
2. Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House
3. Income Tax Ready Reckoner by Dr .V.K. Singhania – Taxman
4. Direct Tax Laws by T.N. Manoharan - Snow White Board of Studies-in-Accountancy
5. Gaur & Narang – Practical Approach to Income Tax, Kalyani Publishers
6. Mehrotra & Goyal – Income Tax Law and Accounts, Sahitya Bhawan Publications

7. Vinod K. Singhania & Monica Singhania – Students’ Guide to Income Tax, Taxmann Publications
8. T.N. Manoharan – Students’ Handbook on Income Tax Law, Snow White Publications
9. R.N. Lakhotia – Basics of Income Tax, Vision Books
10. Dr. H.C. Mehrotra – Income Tax Law & Accounts, Sahitya Bhawan Publications

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	05

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Q.No.	Particulars	Marks
1	Practical Question OR Practical Question	15
2	Practical Question OR Practical Question	15
3	Practical Question OR Practical/ Theory Question	15
4	Practical Question OR Theory Question	15

Note: 15 marks question may be divided into sub questions of 8 and 7 or 10 and 5 or 5, 5 and 5 marks if required.

Note: Each of the four questions (Q.1 A/B, Q.2 A/B, Q.3 A/B & Q.4 A/B) should be from different module

Course Title: Risk Management

Course Code: DSE

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of risk, uncertainty, and their impact on business and financial decision-making.
- To familiarise students with different types of risks including financial, operational, market, credit, liquidity, and strategic risks.
- To build capability in identifying, assessing, and prioritising risks using qualitative and quantitative techniques.
- To examine risk measurement tools such as Value at Risk (VaR), sensitivity analysis, scenario analysis, and stress testing.
- To understand risk mitigation strategies including diversification, hedging, insurance, and internal control mechanisms.
- To analyse enterprise-wide risk management frameworks and governance practices, including regulatory guidelines issued by bodies such as Reserve Bank of India and Securities and Exchange Board of India.
- To prepare students for roles in risk analysis, compliance, internal audit, and financial risk management across industries.

Course Outcomes:

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

- **Define and explain** key concepts, types, and sources of risk in business and financial environments.
- **Identify and analyse** various risks faced by organizations using appropriate tools and frameworks.
- **Evaluate** risk exposure using techniques such as VaR, scenario analysis, and stress testing.
- **Apply** risk management strategies including diversification, hedging, and insurance in practical situations.
- **Assess** enterprise risk management (ERM) frameworks and regulatory compliance requirements in Indian and global contexts.
- **Develop** risk mitigation plans and recommend strategies for improving organizational resilience and stability.

Unit	Content	No. of Lectures
1	<p>Introduction to Risk Management</p> <p>1.1 The Concept of Risk, Identification of Risk faced by Organization 1.2 Risk and Uncertainty, Strategic and Operational Risks 1.3 Dynamic Nature of Risks 1.4 Business Risk 1.5 Financial Risk faced by Organization 1.6 Objectives of Risks Management 1.7 Process of Risk Management. 1.8 Risk Terms - Operating Leverage, Financial Leverage, Business Risks, Operational Risks, Credit risk, Market Risks, Interest Rate Risks, Illiquidity Risks, Natural and Man-made Calamities. 1.9 Basic principles of a prudent system to control the risks in –Derivatives / OTC products /Insurance / Contracts/Business Reorganization etc.</p>	15
2	<p>Evaluation of Risk</p> <p>2.1 Evaluation of Organization’s ability to bear them 2.2 Risk Measurement 2.3 Sources and Impact of Common Business Risk Market, Credit, Liquidity, Technological, Legal Environmental, Reputation, Country Risk 2.4 Identify and assess the impact upon the stakeholder involved in Business Risk 2.5 Nature and Importance of Financial Risk, Evaluation of Financial Risk, 2.6 Evaluation of Alternative Risk Management Tools 2.7 Role of Risk Manager and Risk Committee 2.8 Basel Norms 2.9 Director's Report under Section 134 of Companies Act, 2013- Risk Management Policy 2.10 Integrated framework for Risk Management</p>	15
3.	<p>Foreign Exchange Risk</p> <p>3.1 Forex Market 3.2 Identifying and Analyzing Forex Risk 3.3 Managing Forex Risk</p>	15
4	<p>Enterprise Risk Management</p> <p>4.1 Definition 4.2 Scope 4.3 Techniques 4.4 Risk Identification and Treatment 4.5 Risk Assurance and Reporting</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Types of Liquidity risk
	2	Risk Tolerance
	3	Forex Market
	4	ERM Framework
	5	Reporting of Risk By Board of Directors of any 10 Companies

Online Resources

<https://www.youtube.com/watch?v=MqGq3RExPSs>

<https://www.youtube.com/watch?v=MqGq3RExPSs>

<https://www.youtube.com/watch?v=gsnhAaEm1UE>

<https://www.youtube.com/watch?v=IP-E75FGFkU&t=81s>

Reference Books:

- The Essentials of Risk Management: Michel Crouhy, Dan Galai, Robert Mark: MC Graw Hill Education
- A Practical Guide to Risk Management: Thomas S Koleman: Research Foundation of CFA Institute
- Risk Management – Concepts and Guidance: Carl Pritchard: CRC Press
- Risk Management: Prof C K Roy: Vayu Education

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

Evaluation Pattern**A. Formative Assessment
marks****40**

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

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

Course Title: Corporate Restructuring

Course Code: DSE

Credits: 4

Course Objectives:

- To develop a clear understanding of corporate restructuring concepts and their role in enhancing organizational performance and shareholder value.
- To familiarise students with various forms of restructuring including mergers, acquisitions, demergers, divestitures, buybacks, and strategic alliances.
- To build analytical capability in evaluating restructuring decisions using financial, strategic, and operational perspectives.
- To examine valuation techniques and financial considerations involved in mergers and acquisitions.
- To understand legal, regulatory, and procedural frameworks governing corporate restructuring in India, including provisions under the Companies Act, 2013 and guidelines issued by Securities and Exchange Board of India.
- To analyse turnaround strategies, corporate distress situations, and revival mechanisms including insolvency resolution processes under the Insolvency and Bankruptcy Code, 2016.
- To prepare students for roles in investment banking, corporate finance, consulting, and restructuring advisory services.

Course Outcomes:

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

1. **Define and explain** key concepts and forms of corporate restructuring and their strategic importance.
2. **Differentiate** between various restructuring methods such as mergers, acquisitions, demergers, and divestitures.
3. **Analyse** restructuring decisions using financial statements, valuation methods, and strategic considerations.
4. **Evaluate** merger and acquisition proposals based on synergy, valuation, and risk factors.
5. **Assess** the legal and regulatory framework governing restructuring activities in India, including compliance requirements under the Companies Act, 2013 and Securities and Exchange Board of India.
6. **Apply** restructuring and turnaround strategies to real-world corporate scenarios, including distressed firms and insolvency cases.

Sr No	Units/Modules	No. of Lectures
1	<p>Corporate Restructuring – Introduction and Concepts</p> <p>1.1 Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</p> <p>1.2 Planning, Formulation and Execution of Various structuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.</p> <p>1.3 Forms of Restructuring - Merger, Demerger, Reverse merger, Disinvestment, Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale</p>	10
2	<p>Accounting of Internal Reconstruction</p> <p>2.1 Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions</p> <p>2.2 Methods including alteration of share capital, variation of shareholder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.</p>	15
3	<p>Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)</p> <p>3.1 In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</p> <p>3.2 Computation and meaning of purchase consideration and Problems based on purchase method of accounting only in the books of transferor and transferee</p>	20
4	<p>Impact of Reorganization on the Company - An Introduction</p> <p>4.1 Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People</p> <p>4.2 Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.</p> <p>4.3 Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Corporate Restructuring- Concepts
2	Company Law provisions
3	Nature of Merger
4	Revised ISO Certification

Online Resources

- <https://resource.cdn.icai.org/62228bos50444-cp6.pdf>
- <https://ca-final.in/wp-content/uploads/2018/09/Chapter-4-Accounting-for-Corporate-Restructuring.pdf>
- <https://www.caclubindia.com/articles/types-of-corporate-restructuring-5649.asp>
- <https://www.icsi.edu/media/webmodules/publications/Full%20Book%20of%20PP-CRVI-2014.pdf>

Reference Books:

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

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

Semester End Examination- 60 %

60 Marks

Q.No.	Particulars	Marks
1	Q1(A) or Q1(B) AND Q1(C) or Q1 (D)	8 & 7
2	Full Length Question (Practical) OR Full Length Question (Practical)	15
3	Full Length Question (Practical) OR Full Length Question (Practical)	15
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.	

Marketing Specialization

Course Title: Sales and Distribution management

Course: DSE

Credits: 4

Course Objectives:

- To develop a clear understanding of sales management concepts, processes, and their role in achieving organizational revenue and market objectives.
- To familiarise students with sales planning, forecasting, budgeting, and territory management techniques.
- To build capability in designing and managing an effective sales force, including recruitment, training, motivation, and performance evaluation.
- To understand distribution channel structures, intermediaries, and channel management strategies across industries.
- To examine logistics and physical distribution aspects including warehousing, inventory movement, and last-mile delivery.
- To analyse the role of technology such as CRM systems, sales analytics tools, and digital platforms in enhancing sales effectiveness.
- To prepare students for careers in sales management, channel management, key account management, and distribution operations.

Course Outcomes:

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

1. **Define and explain** key concepts, functions, and frameworks of sales and distribution management.
2. **Analyse** sales processes, forecasting methods, and territory management strategies.
3. **Evaluate** sales force performance, compensation plans, and motivation techniques.
4. **Apply** distribution channel design and management strategies in real-world business scenarios.
5. **Assess** logistics and supply chain aspects related to product distribution and market reach.
6. **Develop** effective sales and distribution plans aligned with organizational goals and market dynamics.

Sr. No	Modules/ Units	No. of Lectures
1	Introduction to Sales & Distribution Management	15
	<p>1.1 Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions, Qualities of a Sales Manager, Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling, Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure.</p> <p>1.2 Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.</p> <p>Integration of Marketing, Sales and Distribution</p>	
2	<p>Market Analysis & Selling</p> <p>Market Analysis: 2.1 Market Analysis and Sales Forecasting, Methods of Sales Forecasting 2.2 Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota 2.3 Factors Determining Fixation of Sales Quota 2.4 Assigning Territories to Sales people</p> <p>Selling: 2.5 Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing 2.6 Theories of Selling – AIDAS Theory of Selling, “Right set of Circumstances” Theory 2.7 Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill 2.7 Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy 2.8 Salesmanship and Sales- Promotion Concept, Essential Qualities of Successful Salesman</p>	15
3	<p>Distribution Channel Management: 3.1 Management of Distribution Channel – Meaning & Need 3.2 Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler 3.3 Choice of Distribution System – Intensive, Selective, Exclusive 3.4 Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost 3.5 Factors Affecting Effective Management Of Distribution Channels 3.6 Channel Design 3.7 Channel Policy</p>	15

	<p>3.8 Concept of Vertical Marketing System (VMS) and Horizontal Marketing System (HMS)</p> <p>3.9 Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict</p> <p>3.10 Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution</p> <p>3.11 Motivating Channel Members</p> <p>3.12 Selecting Channel Partners</p> <p>3.13 Evaluating Channels</p> <p>3.14 Channel Control</p> <p>3.15 Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.</p>	
4	<p>Performance Evaluation, Ethics and Trends</p> <p>4.1 Evaluation & Control of Sales Performance: Sales Performance – Meaning Methods of Supervision and Control of Sales Force Sales Performance Evaluation Criteria- Key Result Areas (KRAs) Sales Performance Review Sales Management Audit</p> <p>4.2 Measuring Distribution Channel Performance: Evaluating Channels- Effectiveness, Efficiency and Equity Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit</p> <p>4.3 Ethics in Sales Management New Trends in Sales and Distribution Management</p>	

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Structure of sales organization
2	Methods of Sales Forecasting
3	Channel Partners
4	Sales management audit

Online Resources

https://nptel.ac.in/courses/110105122
https://nptel.ac.in/courses/110104117

Reference Books

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

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A. Formative Assessment

40marks

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

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

Course Title: Strategic Brand Management

Course: DSE

Credit: 4

Course Objectives:

- To understand key concepts, frameworks, and principles related to brand equity, positioning, and value creation.
- To develop analytical and creative thinking in evaluating brand performance and managing brand portfolios.
- To analyse branding challenges and strategic decisions using both qualitative and quantitative brand research tools.
- To formulate brand strategies including brand architecture, brand extensions, repositioning, and revitalization.
- To evaluate real-world branding strategies across sectors, integrating traditional branding methods with digital and experiential branding tools.
- To enhance strategic decision-making and communication skills essential for brand management roles.
- To prepare students for roles such as Brand Analyst, Assistant Brand Manager, Marketing Executive, or Digital Branding Associate.

Course Outcomes:

- Remember key terminologies, components, and models of strategic brand management, supporting the development of thoughtful, brand-conscious professionals.
- Understand brand-related theories and strategic frameworks to shape brand identity, personality, and equity.
- Analyse brand positioning strategies and brand perception issues in a competitive environment, fostering critical thinking and marketing insight.
- Apply brand management principles to real-life case studies and marketing scenarios, developing hands-on branding skills.
- Evaluate branding decisions including brand rejuvenation, crisis management, and co-branding to align with long-term business goals.
- Create strategic branding initiatives that resonate with target audiences, reinforcing the development of creative and impactful brand leaders.

Units	Content	No of Lectures
I	Introduction to Brand Management 1.1 Meaning of Brand, Branding, Brand Management, 1.2 Importance of Branding to Consumers, Firms, 1.3 Brands v/s Products, 1.4 Scope of Branding, 1.5 Branding Challenges and Opportunities, 1.6 Strategic Brand Management Process, 1.7 Customer Based Brand Equity model (CBBE) - Building Global CBBE 1.8 Sources of Brand Equity, 1.9 Steps of Brand Building including Brand Building Blocks, 1.10 Brand Positioning: Meaning, Importance, Basis 1.11 Brand as an Intangible Strategic Asset, Role of Branding in Corporate and Business Strategy Strategic Role of Brand Managers and Brand Leadership	15
II	Planning and Implementing Brand Marketing Programs; Luxury Brands 2.1 Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements 2.2 Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. 2.3 Luxury Brands: Introduction, Meaning, Consumer Behavior and Segmentation 2.4 Personalized Marketing: Experiential Marketing, One to One Marketing, Permission Marketing 2.5 Digital Branding and Social Media Brand Strategy Role of Data Analytics and AI in Brand Strategy	15
III	Measuring and Interpreting Brand Performance 3.1 The Brand Value Chain	15

	<p>3.2 Measuring Sources of Brand Equity: Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ; Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses</p> <p>3.3 Young and Rubicam's Brand Asset Valuator</p> <p>3.4 Measuring Outcomes of Brand Equity - Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</p> <p>3.5 Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology</p> <p>Balanced Scorecard Approach to Brand Evaluation</p>	
IV	<p>Growing and Sustaining Brand Equity</p> <p>4.1 Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand- Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy, Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels, Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing</p> <p>4.2 Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</p> <p>4.3 Managing Brands over Time: Reinforcing Brands, Revitalizing Brands</p> <p>Sustainable Branding and ESG Considerations</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Brand vs Product
2	Types of Brand Elements
3	Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
4	Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing

Online Resources

https://nptel.ac.in/courses/110104070
https://iimbx.iimb.ac.in/catalog/brand-management/
https://www.youtube.com/watch?v=UcDnoLdq4qI
https://www.youtube.com/watch?v=3c-Rb_MQVfw

Reference books

1. Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity
2. Keller Kevin Lane, Strategic Brand Management-2008
3. Elliot, Richard, Strategic Brand Management-2008
4. Kapferer, Jean-Noel, Strategic Brand Management-2000
5. Kishen, Ram, Strategic Brand Management- 2013
6. Keller Kevin Lane, Strategic Brand Management 4e-2015

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

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

Course Title: Advertising and Digital Marketing

Course Code: DSE

Credits: 4

Course Outcomes:

- To understand the fundamental concepts, principles, and evolution of advertising and digital marketing in the contemporary business environment.
- To develop conceptual and practical understanding of advertising media, brand communication, creativity, and campaign planning.
- To analyse consumer behaviour, buying motives, and communication responses in traditional and digital advertising contexts.
- To design integrated advertising and digital marketing strategies using media planning, content creation, and social media platforms.
- To evaluate the effectiveness of advertising campaigns and digital marketing initiatives using appropriate metrics and analytical approaches.
- To strengthen ethical awareness, strategic thinking, and decision-making related to advertising practices and digital communication.
- To prepare students for entry-level roles such as Advertising Executive, Digital Marketing Executive, Media Planner, Brand Coordinator, Content Strategist, or Social Media Executive.

Course Outcomes:

- Remember the key concepts, terminologies, models, and frameworks related to advertising, branding, and digital marketing.
- Understand the role of advertising and digital marketing in brand building, consumer engagement, and business growth.
- Analyse advertising campaigns, media choices, consumer responses, and digital marketing performance across platforms.
- Apply advertising principles, creative strategies, media planning concepts, and digital marketing techniques to practical scenarios and projects.
- Evaluate advertising effectiveness, brand communication outcomes, and digital campaign performance using relevant metrics and indicators.
- Create ethical, integrated, and customer-focused advertising and digital marketing strategies aligned with organizational objectives and market dynamics.

Benchmark Institutions

- Northwestern University – Kellogg School of Management
- University of Pennsylvania – Wharton School
- Stanford University – Graduate School of Business
- Massachusetts Institute of Technology – Sloan School of Management
- Harvard Business School
- London Business School
- INSEAD
- University of Michigan – Ross School of Business

Unit No.	Content	No. of Lectures
I	Introduction to Advertising and Integrated Marketing Communication 1.1 Introduction to Advertising: Meaning, nature and scope of advertising, features and evolution of advertising, limitations of advertising, classification of advertising, active participants in advertising, advantages of advertising to business firms and consumers, Five M's of Advertising, advertising ecosystem and stakeholder roles. 1.2 Classification of Advertising and Traditional Media: Classification based on geography, media, target audience, objectives and product life cycle stages. Traditional media: print media (newspapers, magazines – advantages and limitations), broadcast media (television, radio – advantages and limitations), out-	15

	<p>of-home advertising (posters, billboards, hoardings, transit advertising – advantages and limitations). Role of traditional media in the digital age.</p> <p>1.3 Contemporary and Digital Advertising: New age advertising formats – ambient advertising, experiential marketing, guerrilla advertising, drone advertising, AR and VR advertising, event sponsorship. Introduction to digital advertising: meaning, scope, importance, benefits, types of digital advertisements, display ads, video ads, native ads, search engine marketing, keyword concept.</p> <p>1.4 Ethics, Regulation and Social Responsibility in Advertising: Ethical issues in advertising, importance of truth and transparency, deceptive and surrogate advertising, social responsibility of advertisers. Self-regulatory framework in India – ASCI: meaning, objectives, role and importance with case study.</p>	
II	<p>Brand Communication, Creativity and Advertising Effectiveness</p> <p>2.1 Brand Communication and Brand Building: Communication process in advertising, hierarchy of effects model, AIDA model, role of advertising in developing brand image, brand identity and brand personality. Brand equity – concept, components and importance. Brand positioning strategies and managing brand crisis through communication.</p> <p>2.2 Creativity in Advertising: Concept and importance of creativity, creative thinking process, creative brief – meaning and preparation, visualization techniques, buying motives and consumer psychology, selling propositions, advertising appeals and their types, Unique Selling Proposition (USP), high involvement and low involvement products.</p> <p>2.3 Advertising Campaign Planning and Measurement: Advertising campaign – concept, objectives and stages, DAGMAR model, setting advertising objectives, advertising effectiveness – purpose and importance, methods of evaluation, pre-testing and post-testing techniques.</p> <p>2.4 Media Planning and Emerging Technologies: Media planning – concept, importance and process, factors influencing media selection, media scheduling strategies, media mix decisions. Introduction to artificial intelligence in advertising – AI-driven targeting, personalization, consumer insights, copywriting and creative automation.</p>	15
III	<p>Digital Marketing and Content Ecosystem</p> <p>3.1 Fundamentals of Digital Marketing: Meaning, evolution and scope of digital marketing, advantages and limitations, traditional marketing vs digital marketing, role of digital marketing in modern business and customer engagement.</p>	15

	<p>3.2 Core Digital Marketing Activities: Search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, display advertising, email marketing, mobile marketing, viral marketing, marketing automation overview.</p> <p>3.3 Copywriting, Email Marketing and Content Platforms: Copywriting – meaning, importance, essentials of effective copy, types of advertising copy, difference between copywriting and content writing, content engagement techniques. Email marketing – bulk and personalized email campaigns, overview of email marketing tools. Blogging and vlogging – concept, types, content planning, monetization models.</p> <p>3.4 Emerging Trends in Digital Marketing: Voice search, AI-based personalization, data-driven marketing, creator economy, ethical and privacy concerns, future trends in digital marketing.</p>	
IV	<p>Social Media Marketing and Digital Campaign Execution</p> <p>4.1 Visual Communication for Digital Advertising: Principles of visual communication, design fundamentals, layout, typography, color psychology, image selection, visual storytelling, introduction to Canva for creative design.</p> <p>4.2 Social Media Advertising Platforms: Concept and scope of social media advertising, Facebook, Instagram and LinkedIn advertising, business profiles and ad accounts, targeting options, ad formats, budgeting and bidding strategies, monetization models. YouTube advertising – channel creation, video planning and advertising formats.</p> <p>4.3 Social Media Marketing Strategy and Analytics: Components of social media strategy, objective setting, audience segmentation, content planning and scheduling, community management, performance measurement, engagement and reach metrics.</p> <p>4.4 Case Studies, Digital Campaigns and Emerging Models: Analysis of successful social media campaigns, brand engagement strategies, crisis management in social media, affiliate marketing, sponsored content, influencer-brand partnerships, Brand Content Story-telling future of social media marketing.</p>	15

Self-Learning topics (Unit wise)

Sr. No.	Unit	Topic
1	1	Ethical issues in advertising
2	2	Creativity in Advertising
3	3	Copywriting, Email Marketing and Content Platforms:
4	4	Successful Social-media Campaigns

Online Resources/MOOCs

https://onlinecourses.nptel.ac.in/noc26_mg28/preview

(Swayam: Advertising and Promotions Management)

https://youtu.be/W8O131s31Rg?si=BY9zU_SeYkPzmfri

(YouTube: Ethical Issues in Advertising)

https://onlinecourses.swayam2.ac.in/imb26_mg23/preview

(Swayam: Digital Marketing)

Reference Books

- Kingsnorth, S. (2023). Digital marketing strategy: An integrated approach to online marketing (2nd ed.). Kogan Page.
 - Broad digital marketing strategy including SEO, social, content and analytics.
- Ryan, D. (2021). Understanding digital marketing: Marketing strategies for engaging the digital generation (3rd ed.). Kogan Page.
 - Clear coverage of digital advertising, social media, SEO / SEM and analytics.
- Chaffey, D., & Ellis-Chadwick, F. (2023). Digital marketing: Strategy, implementation and practice (8th ed.). Pearson.
 - Comprehensive textbook used in many BBA/BMS courses.
- Ogilvy, D. (1983). Ogilvy on advertising. Crown Publishing.
 - Classic insights on advertising principles and creative strategy.
- Ogilvy, D. (1963). Confessions of an advertising man. Atheneum.
 - Essential advertising fundamentals from one of the field's pioneers.
- Pulizzi, J. (2013). Epic content marketing: How to tell a different story, break through the clutter, and win more customers by marketing less. McGraw-Hill.
 - Key reference for content marketing and brand storytelling strategy.
- Vaynerchuk, G. (2013). Jab, jab, jab, right hook: How to tell your story in a noisy social world. Harper Business.
 - Focused on social media content strategy and platform-specific messaging.
- Solis, B. (2010). Engage!: The complete guide for brands and businesses to build, cultivate, and measure success in the new web. Wiley.
 - Covers social media, digital customer engagement and metrics.
- Pulizzi, J., & Rose, R. (2020). Content Inc.: How entrepreneurs use content to build massive audiences and create radically successful businesses. McGraw-Hill.
 - Practical models for content-driven digital marketing and brand growth.
- Solomons, D., Kliphuis, T., & Wadley, M. (2022). eMarketing: The essential guide to marketing in a digital world (7th ed.). Red & Yellow Creative School of Business.
 - Academic-oriented overview of digital marketing fundamentals.

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

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

Course Title: Event and Social Marketing

Course: DSE

Credit: 4

Course Objective:

- To develop a clear understanding of event marketing concepts and their role in brand building, customer engagement, and experiential marketing.
- To familiarise students with the planning, design, budgeting, and execution of different types of events including corporate, cultural, social, and promotional events.
- To build capability in applying marketing principles to event promotion using traditional and digital platforms.
- To understand the concept of social marketing and its application in influencing behaviour change for social good.
- To examine the role of social media, influencer marketing, and digital campaigns in event promotion and social awareness initiatives.
- To analyse event performance using key metrics such as audience reach, engagement, ROI, and brand impact.
- To prepare students for careers in event management, brand activation, digital marketing, and social campaign planning.

Course Outcomes:

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

1. Define and explain key concepts and frameworks related to event marketing and social marketing.
2. Analyse event planning processes including budgeting, logistics, and audience targeting.
3. Evaluate marketing strategies used for promoting events across offline and digital platforms.
4. Apply social marketing principles to design campaigns addressing social issues and behavioural change.
5. Assess the effectiveness of events and campaigns using performance metrics such as reach, engagement, and ROI.
6. Develop integrated event and social marketing plans aligned with organizational or societal objectives.

Unit No.	Content	No. of Lectures
I	Introduction to Events 1 Definition and Meaning of Event Marketing Advantages of Event Marketing 2 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out 3 Event Designing; Reach; Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers. 4 Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media	15
II	Types of Events, Pricing and Sponsorship 2.1 Types of Events 2.2 Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; 2.3 Risk Rating, Setting Pricing Objectives, pricing decisions 2.4 Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship. Feedback in Events	15
III	Introduction to Social Marketing and CSR 3.1 Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing.	15

	<p>3.2 Social Marketing Plan, Segmentation, Targeting & Positioning</p> <p>3.3 Social Marketing Mix</p> <ul style="list-style-type: none"> ➤ Product: Social Product, Social Product Branding Decision. ➤ Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies. ➤ Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel ➤ Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel. <p>Not for Profit Organization (NPO, NGO, Voluntary Organization, Third Sector</p>	
IV	<p>Trends and Challenges in Event and Social Marketing</p> <p>4.1 Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.</p> <p>4.2 Case Studies of Major NGO and Social Cause</p> <p>4.3 Ethics in Social Marketing</p> <p>4.4 E-events and Virtual Events</p> <p>4.5 Safety and Crisis Management of Events</p> <p>4.6 Growth of Events and Social Marketing</p> <p>Career in Events and Social Marketing</p>	15

Self-Learning topics (Unit wise)

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

Online Resources:

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

Reference Books

- Preston C.A., “Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions’, Wiley, Second Edition, 2015
- Gaur Sanjaya Singh and Sanjay V Saggere, “Event Marketing and Management’, Vikas Publishing House Pvt. Ltd. , 2003
- Sharma Diwakar, “Event Planning & Management’, Deep and Deep Publications Pvt. Ltd., 2005
- Hoyle Leonard H., “Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions”, Wiley, 2009
- Genadinik Alex, “Event Planning-Management and Marketing for Successful Events’, CreateSpace Independent Publishing Platform, 2015
- Harichandan C.P., “Event Management”, Global Vision Publishing House, 2010
- Goyal K. Swarup, “Event Management”, Adhyayan Publishers, 2013
- Andreasen A & Kotler P (2008), Strategic Marketing for Nonprofit Organisations 7th International Edition, Upper Saddle River NJ: Prentice Hall.
- Andreasen, A.R. (2006). Social Marketing in the 21st century. London, UK: Sage.
- Social Marketing in India, Nancy Lee and Sameer Deshpande, SAGE Publications, 2013
- Social Marketing, S M Jha, Himalaya Publishing House, 2012, (2nd Edition)
- Social Marketing: Influencing Behaviors for Good, Nancy R. Lee, Philip Kotler, SAGE Publications, 2011 (4th Edition)
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- Weinrich, HK 2011, Hands-on social marketing: a step-by-step guide to designing change for good, Second Edition, Sage Thousand Oaks, CA

Evaluation Pattern For 100 Marks

Summative Assessment	Formative Assessment	Total Marks
60	40	100

A. Formative Assessment

40marks

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

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

Human Resource Management Specialization

Course Title: Change Management and Organizational Development

Course: DSE

Credit: 4

Course Objectives:

- To develop a clear understanding of organizational change and its role in improving effectiveness, adaptability, and long-term sustainability.
- To familiarise students with key theories and models of change management such as Lewin's Change Model, Kotter's 8-Step Model, and organizational development frameworks.
- To build capability in diagnosing organizational issues and identifying the need for planned change interventions.
- To examine organizational development techniques including team building, sensitivity training, process consultation, and performance improvement interventions.
- To understand resistance to change and strategies for managing employee behaviour during transformation processes.
- To analyse the role of leadership, communication, and organizational culture in successful change implementation.
- To prepare students for roles in HR, consulting, and organizational development functions involving transformation and change initiatives.

Course Outcomes:

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

1. **Define and explain** key concepts, theories, and models of change management and organizational development.
2. **Analyse** organizational situations to identify the need and drivers for change.
3. **Evaluate** different change management models and OD interventions in various business contexts.
4. **Apply** appropriate change management strategies to address resistance and facilitate smooth organizational transitions.
5. **Assess** the role of leadership, communication, and culture in implementing successful change initiatives.
6. **Develop** structured change management and OD plans aligned with organizational goals and employee engagement.

Unit	Content	Hours
I	<p>Understanding Change and Contemporary Issues</p> <ul style="list-style-type: none"> • Need for Change and Drivers of Change • Substance and Process of Change • What Changes in Organizations? • Purpose and Vision for Change • Change Communication Strategies • Resistance to Change and its Management 	15
II	<p>Strategic Change Interventions</p> <ul style="list-style-type: none"> • Transformational Change • Continuous Change • Trans-organizational Change • Organization Development for Economic, Ecological, and Social Outcomes • Future Directions in Organization Development 	15
III	<p>Introduction to Organizational Development and Change</p> <ul style="list-style-type: none"> • Concept and Definition of Organizational Development (OD) • Difference between Organizational Development and Change Management • Nature of Planned Change • Models of Organizational Development • Roots and History of Organizational Development • When and Why Organizations Should Use OD 	15
IV	<p>Process and Approaches to Organizational Development</p> <p>OD Process: Entering and Contracting; Diagnosing; Data Collection, Analysis and Feedback; Designing Interventions; Managing Change; Evaluating and Reinforcing OD Interventions</p> <p>OD Approaches:</p> <ul style="list-style-type: none"> • Interpersonal and Group Process Approaches • Organization Process Approaches • Employee Involvement • Structural Design, Downsizing, Reengineering, Parallel Structures • Total Quality Management (TQM) • High-Involvement Organizations • Work Design 	15

Self-Learning topics (Unit wise)

Sr. No	Topics
1	Change Drivers, Resistance to Change, and Communication Strategies
2	Transformational, Continuous, and Strategic Change Interventions

3	Organizational Development (OD) Concepts, Models, and Planned Change
4	OD Process and Approaches (TQM, Work Design, Employee Involvement)

Online Resources:

https://onlinecourses.nptel.ac.in/noc22_mg18/preview
https://onlinecourses.nptel.ac.in/noc23_mg29/preview
https://onlinecourses.nptel.ac.in/noc22_mg30/preview

Reference Books

1. Cummings, T. G., & Worley, C. G., *Organization Development and Change*, Thomson Learning.
2. Ramnarayan, S., Rao, T. V., & Singh, K., *Organization Development Interventions and Strategies*, Response Books, New Delhi.
3. French, W. L., & Bell, L. H., *Organization Development*, PHI Learning, New Delhi.
4. Chowdhury, S., *Organization 21C*, Pearson Education.

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

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

Course Title: Recruitment and Selection

Course: DSE

Credit: 4

Course Objectives:

- To understand the concepts, importance, scope and relevance of recruitment and selection in modern organizations.
- To develop knowledge of job analysis, job design and recruitment sources (traditional and modern).
- To familiarize students with selection processes, interviewing techniques and selection tests.
- To explain the importance of induction, orientation, on boarding and socialization of employees.
- To analyse current trends in recruitment and selection strategies in a dynamic business environment.

- To enhance soft skills such as communication, presentation, negotiation and professional etiquette.
- To prepare students for career readiness through CV preparation, interviews and group discussions.
- To build awareness about exit interviews, quitting techniques and ethical HR practices.

Course Outcomes:

- **Define** and explain recruitment concepts, objectives, scope and importance in HRM.
- **Apply** job analysis techniques to prepare job descriptions and job specifications.
- **Differentiate** between traditional and modern recruitment methods and evaluate their effectiveness.
- **Design** appropriate recruitment and selection strategies for different organizational needs.
- **Demonstrate** understanding of the selection process, including screening, interviews and selection tests.
- **Conduct** and participate effectively in interviews, group discussions and video/tele interviews.
- **Explain** induction, orientation, on boarding and socialization processes and their impact on employee retention.
- **Prepare** professional bio-data and CVs suited to industry requirements.

Benchmark Institutions

- IIMs (Indian Institutes of Management)
- XLRI – Xavier School of Management, Jamshedpur
- Tata Institute of Social Sciences (TISS), Mumbai
- Symbiosis Institute of Business Management (SIBM), Pune

Sr. No.	Content	No. of Lectures
I	<p>Recruitment</p> <p>1.1 Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment.</p> <p>1.2 Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis</p> <p>1.3 Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.</p> <p>1.4 Source or Type of Recruitment– a) Direct/Indirect, b) Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (In-house, Internal Recruitment, On Campus, Employment and Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting</p>	15

	and Candidate Paid Recruiters). 1.5 Technique of Recruitment-Traditional Vs Modern Recruitment 1.6 Evaluation of Recruitment-Outsourcing Programme	
II	Selection 2.1 Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format) 2.2 Screening-Pre and Post Criteria for Selection, Steps of Selection 2.3 Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. 2.4 Selection Hurdles and Ways to Overcome Them	15
III	Induction 3.1 Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective 3.2 Orientation & on boarding-Programme and Types, Process. 3.3 Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics 3.4 Current trends in Recruitment and Selection Strategies	15
IV	Soft Skills 4.1 Preparing Bio-data and C.V. 4.2 Social and Soft Skills – Group Discussion & Personal Interview, Video and Tele Conferencing Skills, 4.3 Presentation and Negotiation Skills, Aesthetic Skills, 4.4 Etiquettes-Different Types and Quitting Techniques. 4.5 Exit Interview-Meaning, importance	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.6	Evaluation of Recruitment-Outsourcing Programme
2	2.2	Screening-Pre and Post Criteria for Selection, Steps of Selection
3	3.3	Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics
4	4.5	Exit Interview-Meaning, importance

Online Resources/MOOCs

https://onlinecourses.swayam2.ac.in/nou26_ed07/preview

https://onlinecourses.swayam2.ac.in/imb26_mg102/preview

<https://www.youtube.com/watch?v=bI9RZjF-538>

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

Reference Books

- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education
- Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education

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

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

Course Title: Employee Engagement and Life Cycle Management

Course: DSE

Credit: 4

Course Objectives:

- To develop a clear understanding of employee engagement concepts and their impact on productivity, retention, and organizational performance.
- To familiarise students with the employee lifecycle stages including attraction, recruitment, onboarding, development, retention, and separation.
- To build capability in analysing factors influencing employee engagement such as leadership, culture, communication, and work environment.
- To examine engagement strategies and practices across different stages of the employee lifecycle.
- To understand tools and techniques used to measure engagement including surveys, feedback systems, and performance indicators.
- To analyse the role of HR policies, workplace practices, and organizational culture in enhancing employee experience and satisfaction.
- To prepare students for roles in HR, employee relations, talent management, and organizational development functions.

Course Outcomes:

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

1. **Define and explain** key concepts and frameworks related to employee engagement and lifecycle management.
2. **Analyse** different stages of the employee lifecycle and their impact on employee experience and organizational outcomes.
3. **Evaluate** engagement drivers such as leadership, communication, rewards, and workplace culture.
4. **Apply** engagement strategies and HR practices to improve employee motivation, satisfaction, and retention.
5. **Assess** engagement levels using surveys, metrics, and analytical tools.
6. **Develop** employee lifecycle management plans aligned with organizational goals and workforce needs.

Module	Content	No of Lectures
I	Employee Life Cycle and Engagement Foundations: 1.1 Concept and approaches to Employee Life Cycle Management; 1.2 Employee Engagement – meaning, nature, drivers and importance; 1.3 Erikson’s Life Stages and relevance to employee behaviour and engagement; 1.4 Employee Life Cycle – definition, scope, stages and strategic importance; 1.5 Role of HR in managing engagement across the life cycle; 1.6 Human Resource Planning – job analysis and job design for engagement; 1.7 Recruitment – meaning, process, sources and techniques; 1.8 Employer branding and candidate engagement; 1.9 Legal and ethical considerations in hiring; Selection – meaning, steps and types	15
II	Onboarding, Socialization and Engagement through Development: 2.1 Placement – definition, objectives and significance; 2.2 Induction and Onboarding – concept, objectives, 2.3 content and engagement outcomes; 2.4 Employee Socialization – stages, mechanisms and impact on engagement; 2.5 Evaluation of onboarding effectiveness and early engagement; 2.6 Training and Development – concept, need and importance for engagement; 2.7 Identification of training needs; 2.8 Designing and implementing training programmes; 2.9 Training techniques and competency-based training; 2.10 Evaluation of training effectiveness; 2.11 Career pathing and succession planning;	15

	2.12 Human Resource Development and continuous engagement	
III	Performance Management, Rewards and Retention: 3.1 Performance Management – nature, objectives, process and link with engagement; 3.2 Performance Appraisal – concept, objectives, methods and best practices; 3.3 Continuous feedback and performance coaching; 3.4 Job Evaluation – concept, objectives, techniques, significance and limitations; 3.5 Compensation Management – concept, components, objectives and incentive compensation; 3.6 Work environment and employee motivation; 3.7 Employee satisfaction and engagement drivers; 3.8 Recognition and reward systems; 3.9 Retention – concept, objectives and strategies; 3.10 Discipline and grievance management	15
IV	Employee Well-being, Engagement Measurement and Exit Management: 4.1 Employee Well-being – concept and dimensions; 4.2 Relationship between well-being, engagement, productivity and performance; 4.3 Employee health and wellness programmes; 4.4 Work–life balance initiatives; 4.5 Measuring employee engagement – tools, surveys and analytics; 4.6 Strategies for enhancing and sustaining engagement; 4.7 Exit Management – concept, scope and importance; 4.8 Managing transfers, promotions and career transitions; 4.9 Offboarding processes and knowledge transfer; 4.10 Exit interviews and exit data analysis; 4.11 Managing voluntary and involuntary exits; 4.12 Alumni relations, employee advocacy and employer branding; 4.13 Role of communication in exit and post-exit engagement; 4.14 Continuous improvement in engagement and exit practices	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Employee Engagement Drivers, Employee Life Cycle Stages, and Employer Branding
2	Onboarding, Socialization, Training & Development for Employee Engagement
3	Performance Management, Rewards, Compensation and Retention Strategies
4	Employee Well-being, Engagement Measurement, HR Analytics and Exit Management

Online Resources/MOOCs

https://onlinecourses.nptel.ac.in/noc23_mg29/preview

https://onlinecourses.nptel.ac.in/noc22_mg18/preview

https://onlinecourses.nptel.ac.in/noc26_mg19/preview

NPTEL HRM Lecture Series (IIT-based concepts)

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

Reference Books:

1. Maylett, T., & Wride, M. (2017). *The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results*. Wiley.
2. Morgan, J. (2017). *The Employee Experience Advantage*. Wiley.
3. Hawker, N., *From Hire to Fire and Everything in Between: Managing the Employee Life Cycle*, Michael Hanrahan Publishing.
4. Dessler, G., & Varkkey, B., *Human Resource Management*, Pearson Education.
5. Mondy, W. D., & Martocchio, J. J., *Human Resource Management*, Pearson Education.
6. Mello, J. A., *Strategic Human Resource Management*, Cengage Learning.

Case Studies:

1. **SG Cowen: New Recruits (2006)** – DeLong, T. J., & Vijayaraghavan, V., Harvard Business School Publishing.
2. Reflection on self-development and growth with reference to **Erikson's Life Stages**.
3. **Reinventing Employee Onboarding (2013)** – Cable, D. M., Gino, F., & Staats, B. R., Harvard Business Publishing Education.
4. **Onboarding Can Make or Break a New Hire's Experience** – Harvard Business Review case/article.

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

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

Course Title: Training & Development

Course: DSE

Credit: 4

Course Objectives:

- To develop a clear understanding of training and development concepts and their role in improving employee performance and organizational effectiveness.
- To familiarise students with the systematic training process including training needs assessment, design, delivery, and evaluation.
- To build capability in identifying skill gaps and designing appropriate training interventions for individuals and teams.
- To examine various training methods including on-the-job, off-the-job, e-learning, simulations, and blended learning approaches.
- To understand learning theories and their application in designing effective training programs.
- To analyse methods of evaluating training effectiveness using models such as Kirkpatrick's framework and ROI-based approaches.
- To prepare students for roles in HR, learning and development, talent management, and organizational capability building.

Course Outcomes:

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

1. **Define and explain** key concepts, principles, and processes of training and development.
2. **Analyse** training needs at individual, group, and organizational levels.
3. **Design** structured training programs based on identified skill gaps and learning objectives.
4. **Apply** appropriate training methods and tools for effective knowledge and skill transfer.
5. **Evaluate** training effectiveness using established models and performance metrics.
6. **Develop** training plans and learning strategies aligned with organizational goals and workforce development needs.

Sr No	Units/Modules	No. of Lectures
I	Overview of Training & Training Need Analysis 1.1 Concept, scope, importance, objectives, features, need of training. 1.2 Distinction between Training and Development. 1.3 Training Need Analysis (TNA): Person, Task, Organization Analysis. 1.4 Practical tools: SWOT, KPI-based gap analysis, competency mapping. 1.5 Designing training programs: objectives (SMART), training calendar, budgeting.	15

	1.6 Types of Training: On-the-job and Off-the-job methods. 1.7 Implementation and evaluation basics.	
2	Training Methods & Digital Learning 2.1 Traditional vs Modern Training Methods. 2.2 E-learning, Microlearning, Gamification. 2.3 Learning Management Systems (LMS) – concept and applications. 2.4 Virtual Reality (VR) & Augmented Reality (AR) in training. 2.5 Blended learning and flipped classrooms. 2.6 Comparative analysis of online vs offline training.	15
3	Employee Development & Career Management 3.1 Concept, scope, importance of development. 3.2 Career development cycle and career planning. 3.3 Soft skills training: communication, leadership, emotional intelligence. 3.4 Management Development Programs (MDP): process, methods, evaluation. 3.5 Personal Development Plan (PDP) – concept and examples. 3.6 Succession Planning vs Career Planning.	15
4	Training Evaluation, HR Analytics & AI 4.1 Training evaluation models: Kirkpatrick Model (4 levels). 4.2 ROI of Training – Phillips Model. 4.3 Learning Analytics and Big Data in HR. 4.4 Predictive analytics for employee performance. 4.5 AI in Training: chatbots, adaptive learning, personalized learning systems. 4.6 Ethics and challenges in AI-based HR systems.	15

Self-Learning topics (Unit wise):

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

Online Resources

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

(IIT Kharagpur)

<http://www.digimat.in/nptel/courses/video/110105069/L06.html>

<http://www.digimat.in/nptel/courses/video/110105069/L09.html>

<https://www.youtube.com/watch?v=nqXUfrbLUM> (NPTEL)

Reference Books

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

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

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

Business Analytics Specialization

Data Analytics using R / Python

Course Objectives:

- To develop a strong foundation in data analytics concepts and their application in business decision-making.
- To familiarise students with programming fundamentals using R and Python for data handling, analysis, and visualization.
- To build capability in data collection, cleaning, transformation, and exploratory data analysis (EDA).
- To enable students to apply statistical techniques and analytical methods for interpreting structured and unstructured data.
- To understand the use of libraries and tools such as Pandas, NumPy, Matplotlib (Python) and dplyr, ggplot2 (R) for data analysis and visualization.
- To analyse business datasets and generate insights using data-driven approaches.
- To prepare students for roles in data analytics, business analytics, and decision support systems across industries.

Course Outcomes:

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

- **Define and explain** key concepts and techniques of data analytics and business intelligence.
- **Apply** programming fundamentals in R/Python for data manipulation and analysis.
- **Perform** data cleaning, transformation, and exploratory data analysis on real-world datasets.
- **Analyse** data using statistical methods and interpret patterns, trends, and relationships.
- **Visualize** data effectively using appropriate charts, graphs, and dashboards.
- **Develop** data-driven insights and reports to support business decision-making.

Sr. No	Contents:	No. of Lectures
1	Introduction to R using Business Analytics 1.1 Introduction: Features of R – How to install and run R – Comments in R – Reserved words – Identifiers – Constants – Variables – Operators (Arithmetic, Relational, Logical, Assignment, Miscellaneous Operators) – Operator Precedence – Strings. 1.2 Basic Data Types (Numeric, Integer, Complex, Logical, Character) – Creating, combining vectors – Accessing Vector Elements – Modifying Vectors – Deleting Vectors- Vector arithmetic and Recycling – Vector Element Sorting – Reading	15

	Vectors – Creating Lists – Accessing List elements – Updating List Elements – Merging Lists – List to Vector conversion – Creating matrices – Accessing Matrix Elements – Matrix Arithmetic – Matrix Manipulation – Matrix Operations.	
2	Arrays, Factors and Data Frames 2.1 Creating Arrays – Accessing Array Elements – Array Element Manipulation – Array Arithmetic 2.2 Creating factors – Accessing Factor Components – Modifying factors 2.3 Creating Data Frames – Accessing Data Frames Components – Modifying Data Frames – Aggregating Data – Sorting Data – Merging Data – Reshaping data – Sub-setting data – Data Type Conversion	15
3	Flow Control & Functions 3.1 Decision making (using if statement - if...else statement - Nested If...Else statement - ifelsefunction - Switch statement) – Loops (for loop – while Loop – repeat Loop) – Loop Control statements – break statement – next statement 3.2 Function definition and Function Calling – Function without arguments – Built-in functions (Mathematical functions – Character functions – statistical functions – date and time functions – other functions – Recursive function)	15
4	Charts & Graphs 4.1 Bar charts (Plotting bars vertically and horizontally – Plotting categorical data – Grouped bar chart – Stacked bar chart) – Histogram (Simple histogram – Histogram with labels, breaks and density lines) – Line graphs (Simple line graph & Graphs with Multiple lines) – Pie charts (Simple and 3D piecharts)	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	R Programming Basics: Data Types, Vectors, Lists, and Matrices
2	Data Structures in R: Arrays, Factors, and Data Frames
3	Control Structures and Functions in R Programming
4	Data Visualization in R: Charts and Graphs

Online Resources/MOOCs

https://onlinecourses.nptel.ac.in/noc22_cs08/preview

https://onlinecourses.nptel.ac.in/noc22_mg34/preview

Reference Books

1. Beginner's Guide for Data Analysis using R Programming, Jeeva Jose
2. R Cookbook, Paul Teetor
3. R for Data Science, Garrett Grolemund and Hadley Wickham
4. Practical Business Analytics Using R and Python, Umesh R. Hodeghatta, Umesha Nayak
5. Hands-On Programming with R, Garrett Grolemund 24
6. An Introduction to Statistical Learning: With Applications in R, Daniela Witten, Gareth James Robert Tibshirani, and Trevor Hastie
7. Data Analytics using Python, Bharti Motwani

Web Resources:

1. <https://www.rstudio.com/online-learning/>
2. <https://hackr.io/tutorials/learn-r>
3. <https://www.statmethods.net/r-tutorial/index.html>
4. <https://www.tutorialspoint.com/r/index.htm>

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

Course Title: HR ANALYTICS

Course: DSE

Credit: 4

Course Objectives:

- To understand the role of data and analytics in strategic human resource management and evidence-based people decisions.
- To familiarise 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.

Course 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.	<p>Introduction to HR Analytics</p> <p>1.1 People Analytics – Concepts and Scope</p> <p>1.2 Basics of Statistics for H R Analytics</p> <p>1.3 Introduction to AI in HR: Machine Learning, Automation, and Predictive Models</p> <p>1.4 Framework for Problem Solving - Define Problem, Collect Data, Build the Model, Evaluate and Critique the.</p> <p>1.5 Critical Stages of Talent Life Cycle</p> <p>1.6 Case Study - HR Decision Making: Issue Identification and Problem Solving, AI-supported HR Decision Making and Problem Solving</p>	15
II.	<p>HR Practices and Benchmarking</p> <p>2.1 Understanding Important HR Metrics tracked across the Overall Employee Journey</p> <p>2.2 HR Valuations</p> <p>2.3 Benchmarking HR Practices using Data and AI Insights</p> <p>2.4 Dashboarding of KPIs using Excel, Tableau, and AI-based analytics platforms</p>	15
III	<p>Talent analytics</p> <p>3.1 Talent acquisition analytics: Key Factors in Selection that Determine Quality of Hire</p> <p>3.2 Talent development analytics: Predicting Performance, Measures to Track - Predictive Analysis, Acquisition effectiveness, Employee Training and Development Analytics</p> <p>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</p> <p>3.4 Talent Retention Analytics: Different Talent Retention approaches/strategies, Measures to Track: AI-supported retention strategies and risk indicators</p>	15
IV	<p>Collaboration analytics and Employee well being</p> <p>4.1 Meaning Collaboration, Importance of Collaboration</p> <p>4.2 Analyzing Collaboration, Organizational Network Analysis, Intervening in Organizational Networks</p> <p>4.3 Employee Wellness Program Best Practices: Using Predictive Analytics, Predictive Analytics and AI models for employee well-being to Optimize Employee Wellness</p> <p>4.4 Ethical Use of AI in HR: Bias, transparency, data privacy, and responsible AI practices</p>	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

Reference Books

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		
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

Course Title: Marketing Analytics

Course: DSE

Credit: 4

Course 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.

Course 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
1	<p>Introduction and Strategic Foundations of Marketing Analytics</p> <p>1.1 Meaning, scope, and strategic role of marketing analytics in business</p> <p>1.2 Data-driven decision making and competitive advantage</p> <p>1.3 Types of analytics: descriptive, exploratory, diagnostic, predictive, and prescriptive in marketing</p> <p>1.4 Marketing performance measurement and metrics</p> <p>1.5 Emerging trends in marketing analytics including AI applications in analytics workflows</p> <p>1.6 Ethical use of data and analytics in marketing (privacy, bias, transparency)</p>	15
2	<p>Marketing Data Handling, Tools, and Visualization</p> <p>2.1 Understanding marketing data sources (digital, survey, transaction, social)</p> <p>2.2 Data preparation: cleaning, formatting, and pre-processing for analysis</p> <p>2.3 Slicing and dicing data with Pivot Tables</p> <p>2.4 Using charts and dashboards to summarize data</p> <p>2.5 Functions for summarization and basic analytics in Excel</p> <p>2.6 Introduction to R and Python for marketing analytics tasks (data loading, basic coding)</p> <p>2.7 Use of visualization libraries and tools for storytelling (optional Power BI/Tableau pointers)</p>	15
3	<p>Customer Analytics and Segmentation Techniques</p> <p>3.1 Understanding customer analytics from acquisition to retention</p> <p>3.2 Customer journey mapping and touchpoint analytics</p> <p>3.3 Customer Lifetime Value (CLV): calculation and strategic use</p> <p>3.4 RFM (Recency, Frequency, Monetary) analysis and interpretation</p> <p>3.5 Customer churn analysis and predictive approaches</p> <p>3.6 Segmentation analysis process</p> <p>3.7 Cluster analysis for customer segmentation and practical cases</p> <p>3.8 Real applications of segmentation in digital and retail marketing</p>	15
4	<p>Pricing Analytics and Choice Modelling</p> <p>4.1 Pricing objectives in analytics framework</p> <p>4.2 Bundling strategies and types of bundling</p> <p>4.3 Price skimming strategy and analytical evaluation</p> <p>4.4 Quantifying price elasticity using regression-based models</p> <p>4.5 Product attribute analysis using conjoint analysis</p>	15

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	

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
https://onlinecourses.nptel.ac.in/noc20_mg30/preview

Reference Books

- 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.

Case Studies:

- MedfirstIndia: Digital Marketing Analytics for Decision-Making, Sheri Lambert; Amy Lavin; Pradeep Racherla; Shravan Karpuram,

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

Part 4 - The Scheme of Teaching and Examination

Semester – VI Summary

Semester VI

Sr No	Particulars	Name of Subject	Credits
1.	Core course (CC)	Project Management	4
2.	Core course (CC)	Business Ethics and Corporate Governance	4
3.	Discipline Specific Elective (Finance)	Commodity and Derivatives market	4
4.		Behavioral Finance	4
5.		Indirect Tax	4
6.		Investment Analysis & Portfolio Management	4
7.	Discipline Specific Elective (Marketing)	Retail Marketing	4
8.		International Marketing	4
9.		Rural Marketing	4
10.		Service Marketing	4
11.	Discipline Specific Elective (Human Resources)	Performance management & career planning	4
12.		International HR	4
13.		Leadership and managerial effectiveness	4
14.		Compensation management	4
15.	Discipline Specific Elective (Business Analytics)	Financial Analytics	4
16.		Data Visualization	4
17.		Social Media & Web Analytics	4
	Total		20

Third Year Semester VI Internal and External Detailed Scheme

Sr. No.	Subject Title	Periods Per Week					Credit	Internals					Total Marks	
		Units	SL	L	T	P		SLE/PA/P	CT	AP	T	SEE		
1.	Project Management	4	20%*	4	0	0	4	15	20	5	40	60	100	
2.	Business Ethics and Corporate Governance	4	20%*	4	0	0	4	15	20	5	40	60	100	
3.	Commodity and Derivatives market	4	20%*	4	0	0	4	15	20	5	40	60	100	
4.	Behavioral Finance	4	20%*	4	0	0	4	15	20	5	40	60	100	
5.	Indirect Tax	4	20%*	4	0	0	4	15	20	5	40	60	100	
6.	Investment Analysis & Portfolio Management	4	20%*	4	0	0	4	15	20	5	40	60	100	
7.	Retail Marketing	4	20%*	4	0	0	4	15	20	5	40	60	100	
8.	International Marketing	4	20%*	4	0	0	4	15	20	5	40	60	100	
9.	Rural Marketing	4	20%*	4	0	0	4	15	20	5	40	60	100	
10.	Service Marketing	4	20%*	4	0	0	4	15	20	5	40	60	100	
11.	Performance management & career planning	4	20%*	4	0	0	4	15	20	5	40	60	100	
12.	International HR	4	20%*	4	0	0	4	15	20	5	40	60	100	
13.	Leadership and managerial effectiveness	4	20%*	4	0	0	4	15	20	5	40	60	100	
14.	Compensation management	4	20%*	4	0	0	4	15	20	5	40	60	100	
15.	Financial Analytics	4	20%*	4	0	0	4	15	20	5	40	60	100	
16.	Data Visualization	4	20%*	4	0	0	4	15	20	5	40	60	100	
17.	Social Media & Web Analytics	4	20%*	4	0	0	4	15	20	5	40	60	100	
18.	Field Book Project / Community engagement Projects						4				40	60	100	
Total Hours / Credit							20		Total Marks					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

Third Year Semester – VI Units – Topics – Teaching Hours

Sr. No.	Subject Unit Title		Lectures	No. of lectures	Credit	Total Marks
1	I	Introduction to Project Management	10	60	4	100
	II	Project Identification, Formulation and Planning	15			
	III	Project Scheduling and Network Techniques	20			
	IV	Project Execution, Monitoring and Control	15			
2	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			
3	I	Introduction to Commodity and Derivatives Market	15	60	4	100
	II	Futures and Hedging	15			
	III	Options and Option Pricing Models	15			
	IV	Trading, Clearing & Settlement In Derivatives Market and Types of Risk	15			
4	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			
5	I	Introduction	15	60	4	100
	II	Concept of Supply	15			
	III	Levy & Collection of Tax	15			
	IV	Input Tax Credit & Payment of Tax and Registration under GST	15			
6	I	Introduction to Investment Environment	15			
	II	Risk - Return Relationship	15			

	III	Portfolio Management and Security Analysis	15			
	IV	Fintech, valuation of investment, Capital Asset Pricing Model and Portfolio Performance Measurement	15	60	4	100
7	I	Introduction to Retailing	15	60	4	100
	II	Retailing Strategies - I	15			
	III	Retailing Strategies- II	15			
	IV	Buying & Merchandising Management	15			
8	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			
9	I	Introduction	15	60	4	100
	II	Rural Market	15			
	III	Rural Marketing Mix	15			
	IV	Rural Marketing Strategies	15			
10	I	Service Consumers and Managing Services Quality	15	60	4	100
	II	Service Delivery Process and Service Pricing	15			
	III	Service Communication, Branding, Physical Evidence in Service	15			
	IV	Service Failures, Recovery Strategies, Managing People and Customer Relationships	15			
11	I	Foundations of Performance Management	15	60	4	100
	II	Performance Appraisal Systems & Tools	15			
	III	Career Planning & Talent Development	15			
	IV	Contemporary & Digital Trends in Performance & Career Management	15			
12	I	Meaning, scope & evolution of International HRM	15	60	4	100
	II	Global Staffing, Selection & Performance Management	15			
	III	International Compensation, Mobility & Expatriation	15			
	IV	Contemporary Issues in Global HRM & Talent	15			

		Management				
13	I	Foundations of Leadership & Managerial Roles	15	60	4	100
	II	Leadership Theories, Styles & Communication for Effectiveness	15			
	III	Decision-Making, Team Leadership & Conflict Resolution	15			
	IV	Contemporary Leadership Challenges & Emerging Issues	15			
14	I	Fundamentals of Compensation Management Dynamics of Compensation	15	60	4	100
	II	Designing Compensation Structures	15			
	III	Legal and Regulatory Framework Governing Compensation	15			
	IV	Compensation Administration, Wage Determination, and Grievance Redressal	15			
15	I	Principles of Financial Decision Making	15	60	4	100
	II	Data Analytics & Machine Learning (ML)	15			
	III	Predictive Financial Modelling	15			
	IV	Financial Intelligence & Visualisation	15			
16	I	Introduction to Data Visualization	15	60	4	100
	II	Data Preparation	15			
	III	Basic Visualization Techniques	15			
	IV	Data dashboards and storytelling	15			
17	I	Foundations of Digital Analytics- An Introduction	15	60	4	100
	II	Network Science & Data Collection	15			
	III	Analytical Methods & Intelligence	15			
	IV	Strategic Implementation & AI	15			
		Total			20	500

- **Lecture Duration – 1 hr.**
- **For serial no 8 students are required to select any one option from the option given in the open electives**
- **For theory papers One credit =15 hrs.**
- **For practical's One credit=30 hrs.**

Part 5 - Detailed Scheme

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

Course Title: Project Management

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- To develop a clear understanding of project management concepts, principles, and their role in achieving organizational goals.
- To familiarise students with the project life cycle including project initiation, planning, execution, monitoring, control, and closure.
- To build capability in project planning techniques related to scope, time, cost, quality, risk, and resource management.
- To understand project scheduling and control tools such as Gantt Charts, CPM, PERT, and project budgeting techniques.
- To examine project risk management, stakeholder management, communication planning, and team coordination processes.
- To analyse the role of technology and project management software in improving project efficiency and decision-making.
- To prepare students for managerial and coordination roles in projects across industries such as IT, construction, finance, operations, consulting, and services.

Course Outcomes:

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

1. **Define and explain** key concepts, processes, and frameworks of project management.
2. **Analyse** project requirements, stakeholder expectations, and project feasibility in business situations.
3. **Apply** project planning and scheduling tools such as CPM, PERT, and Gantt Charts for effective project execution.
4. **Evaluate** project risks, costs, timelines, and resource allocation strategies.
5. **Assess** project performance using monitoring, control, and quality management techniques.
6. **Develop** structured project plans and management strategies aligned with organizational objectives and project outcomes.

Benchmark Institutions:

- Project Management Institute
- International Project Management Association
- Indian Institute of Management Ahmedabad

S.No.	Units/Modules	No. of lectures
1	<p>Introduction to Project Management</p> <ul style="list-style-type: none"> ● Meaning and definition of project; ● Characteristics of a project; project vs routine operations; ● Types of projects (business, social, government, infrastructure, IT, research); ● Project life cycle; project constraints and success criteria; ● Project environment and stakeholders; ● Role and competencies of project manager; ● Project organization structures (functional, matrix, projectized); e ● Evolution and importance of project management; traditional vs agile project management (overview of Agile, Scrum, Kanban) 	10
2	<p>Project Identification, Formulation and Planning</p> <ul style="list-style-type: none"> ● Project Identification Techniques ● Feasibility Analysis (Technical, Financial, Economic, Legal, Operational) ● Project Selection Methods ● Project Charter ● stakeholder identification and analysis ● Scope Definition and Scope Statement ● Work Breakdown Structure (WBS) ● Project Planning Process ● Resource Planning ● Cost Estimation Techniques ● Project Budgeting ● Risk identification and introduction to risk register 	15
3	<p>Project Scheduling and Network Techniques</p> <ul style="list-style-type: none"> ● Project Scheduling Concepts ● Gantt Charts ● Milestones ● Network Planning ● CPM (Critical Path Method) ● PERT (Program Evaluation and Review Technique) ● Time Estimation ● Float and Slack ● Resource Levelling 	20
4	Project Execution, Monitoring and Control	15

- | | | |
|--|--|--|
| | <ul style="list-style-type: none"> ● Project Implementation Process ● Project Communication Management ● Team Management and Leadership ● Quality Management in Projects ● Risk Management Process ● Risk Identification and Analysis ● Risk Mitigation Strategies ● Monitoring and Controlling Mechanisms ● Earned Value Analysis (EVA) ● Performance Measurement Techniques ● Project Documentation ● Knowledge Management in Projects ● Ethics, sustainability, and governance in project management | |
|--|--|--|

Self-Learning Topics (Unit wise)

Delhi Metro Rail Project -Efficient planning and disciplined execution in a large-scale public infrastructure project.
--

Tata Nano Project -Managing innovation and cost constraints in low-cost product development.
--

NASA Mars Climate Orbiter – Project failure due to communication gaps and quality control breakdown.
--

Commonwealth Games 2010 – Governance, coordination, and risk management challenges in a mega event project.

Online Resources

1. Project Management Institute (PMI) - <https://www.pmi.org/>
2. Association for Project Management (APM) - <https://www.apm.org.uk/>
3. PRINCE2 Official - <https://www.peoplecert.org/browse-certifications/project-programme-and-portfolio-management/PRINCE2-2>
4. International Project Management Association (IPMA) - <https://ipma.world/>
5. NPTEL Project Management Course (via SWAYAM) -https://onlinecourses.nptel.ac.in/noc24_mg01/preview

Reference Books

- PMI – PMBOK Guide (Project Management Body of Knowledge)
- Prasanna Chandra – Projects: Planning, Analysis, Selection, Implementation and Review
- K.K. Chitkara – Project Management: Planning, Implementation and Control
- Harold Kerzner – Project Management: A Systems Approach
- Clifford F. Gray & Erik Larson – Project Management: The Managerial Process.

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

Course Title: Business Ethics and Corporate Governance

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of business ethics and their significance in responsible managerial and organizational practices.
- To familiarise students with ethical theories, moral principles, and value systems applied in business decision-making.
- To examine ethical challenges and dilemmas arising in areas such as finance, marketing, human resources, technology, and environmental management.
- To understand the principles, mechanisms, and importance of corporate governance in ensuring accountability, fairness, transparency, and stakeholder protection.
- To analyse the role of boards of directors, audit committees, independent directors, and corporate policies in governance and compliance.
- To study the legal and regulatory framework governing 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 decision-making in corporate and professional environments.

Course Outcomes:

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

1. Define and explain key concepts, principles, and theories related to business ethics and corporate governance.
2. Analyse ethical issues and governance challenges in business organizations using appropriate ethical frameworks.

3. Evaluate governance structures, ethical practices, and compliance mechanisms adopted by organizations.
4. Apply ethical reasoning and corporate governance principles in managerial and professional decision-making.
5. Assess the role of regulatory bodies and legal provisions in promoting ethical conduct and corporate accountability.
6. Develop ethical and governance-based recommendations for sustainable and socially responsible business practices.

Benchmark Institutions:

- Institute of Business Ethics (UK)
- Confederation of Indian Industry

Units	Contents	No. of lectures
1	<p>Introduction to Business Ethics</p> <p>1.1 Business Ethics – Concept, Characteristics, Importance and Need for Business Ethics</p> <p>1.2 Indian Ethos, Ethics and Values, Work Ethos, Sources of Ethics</p> <p>1.3 Concept of Corporate Ethics, Code of Ethics – Guidelines for developing Code of Ethics, Ethics Management Programme, Ethics Committee</p> <p>1.4 Various approaches to Business Ethics – Friedman’s Economic Theory, Kant’s Deontological Theory, Mill & Bentham’s Utilitarianism Theory</p> <p>1.5 Gandhian Approach in Management and Trusteeship, Importance and relevance of Trusteeship Principle in Modern Business, Gandhiji’s Doctrine of Satya and Ahimsa</p> <p>1.6 Ethical Dilemma and Ethical Decision-Making Models</p> <p>1.7 Emotional Intelligence in Ethical Leadership</p> <p>1.8 Advanced Ethical Reasoning Frameworks and Contemporary Ethical Challenges in Digital and Platform Economies (e.g. Data Privacy, AI & Ethics)</p> <p>1.9 Global Challenges in Business Ethics</p>	15
2	<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>	15

	<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>	
3	<p>Regulatory Framework & Governance Mechanisms</p> <p>3.1 Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 4 9, Audit Committee, Role of Independent Directors, Protection of Stake Holders,</p> <p>3.2 Changing roles of corporate Boards , Whistle Blowing, Related Party Transactions.</p> <p>3.3 Changing roles of corporate boards</p> <p>3.4 Corporate Governance Failures: Case Analysis (Satyam, IL&FS, YES Bank) Failure of Corporate Governance and its consequences.</p> <p>3.5 Role of Auditors, Rating Agencies and Regulators</p> <p>3.6 Governance in Family-Owned and Promoter-Driven Firms</p> <p>3.7 Case Study of good Corporate Governance</p>	15
4	<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</p> <p>Sustainability, Responsible Business and Stakeholder Capitalism</p> <p>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://efaidnbmninnibpcjpcglclefindmkaj/https://cop.unglobalcompact.org/2023/files/2137_CGI%20ESG%20Policy.pdf

Reference Books

- Subramanian, R. (2013). Professional Ethics. Oxford Higher Education.
- Bhatia S.K. (2002). Business Ethics, New Delhi: Deep and Deep Publications.
- Valesquez (2004). Business Ethics: Concepts and Cases, New Delhi: PHI
- Crane, Andrew and Matten, Dirk. (2007). Business Ethics. New Delhi: Oxford University Press
- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.
- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi
- R.C. Sekhar, Ethical choices in Business, Sage Publications, New

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

Finance Specialization

Course Title: Commodities and Derivatives Market

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- Understand the foundational concepts of commodity and financial derivatives markets, including their instruments and functions.
- To impart knowledge on the role of derivatives in managing price volatility and financial risk in commodity and capital markets.
- Analyse the structure, operations, and mechanisms of trading in derivatives such as futures, options, and swaps.
- Develop insights into price discovery, hedging, speculation, and arbitrage strategies in both commodity and financial derivatives.
- Evaluate the regulatory framework and compliance requirements under SEBI and global derivative market standards.
- Strengthen technical and analytical abilities for derivative pricing, margin calculation, and portfolio risk assessment.
- To prepare students for careers in trading, portfolio management, financial analysis, investment advisory, and risk management.

Course Outcomes:

- Remember key instruments such as forwards, futures, options, and swaps in commodity and financial markets.
- Understand the functioning of derivatives markets and their economic significance in risk transfer and price stabilization.
- Analyse derivative pricing models like Black-Scholes, Binomial, and cost-of-carry models.
- Apply derivative instruments for portfolio hedging, speculation, and arbitrage opportunities.
- Evaluate trading positions using margin, leverage, payoff diagrams, and value-at-risk (VaR).
- Create simulated trading strategies and back-test them using real-time data and analytical tools.

Benchmark Institutions:

- Chicago Board of Trade
- Securities and Exchange Board of India (SEBI)
- National Commodity and Derivatives Exchange (NCDEX)

Unit No.	Content	No. of hours
1	<p>Introduction to Commodity and Derivatives Market</p> <p>1.1 Introduction to Commodity Market: Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India (Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities.</p> <p>1.2 Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India.</p>	15
2	<p>Futures and Hedging</p> <p>2.1 Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model</p> <p>2.2 Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Importance of an index in hedging</p> <p>2.3 Difference between Forwards & Futures.</p>	15
3	<p>Options and Option Pricing Models</p> <p>3.1 Options: Options Contract Specifications, Terminologies, Call Option, Put Option, difference between Futures & Options, Trading of Options, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies</p> <p>3.2 Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model (Basic Concept & Use)</p>	15
4	<p>Trading, Clearing & Settlement In Derivatives Market and Types of Risk</p> <p>4.1 Trading, Clearing & Settlement In Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement, Mechanism – Types of Settlement</p> <p>4.2 Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures, Types of Margins, SPAN Margin</p> <p>4.3 Regulators SEBI, ministry of consumer affairs, ministry of agriculture, warehousing authority</p>	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Introduction to Derivatives
2	Futures and Options
3	Participants of Derivative Market

Online Resources

Sr. No	Resources
1	https://nptel.ac.in/courses/110/105/110105121/
2	https://nptel.ac.in/courses/110/107/110107128/
3	https://www.youtube.com/watch?v=tYkqwIllFX4
4	https://www.youtube.com/watch?v=M86YwBWxygI

Reference Books

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

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 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

Course Title: Behavioural Finance

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

1. To develop a comprehensive understanding of behavioural finance and its role in explaining financial decision-making and market behaviour.
2. To familiarise students with psychological concepts and cognitive biases that influence investor behaviour and financial markets.
3. To examine behavioural theories such as Prospect Theory, Heuristics, Mental Accounting, and Overconfidence in investment decisions.
4. To build analytical capability in identifying irrational behaviour and emotional influences in personal and institutional finance.
5. To understand the impact of behavioural biases on portfolio management, asset pricing, trading behaviour, and market anomalies.
6. To analyse real-world financial events and investment patterns using behavioural finance principles and investor psychology.
7. To prepare students for careers in investment advisory, wealth management, financial planning, market research, and behavioural analytics.

Course Outcomes:

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

1. Define and explain key concepts, theories, and principles of behavioural finance.
2. Identify and analyse cognitive and emotional biases affecting investor and managerial decision-making.
3. Evaluate financial market anomalies and investment behaviour using behavioural finance frameworks.
4. Apply behavioural concepts to portfolio management, financial planning, and investment strategies.
5. Assess the influence of psychological factors on risk perception, asset valuation, and market trends.
6. Develop informed financial recommendations and investment approaches considering behavioural aspects of decision-making.

Benchmark Institutions:

- Behavioural Finance Working Group
- National Bureau of Economic Research
- National Institute of Securities Markets (NISM – investor behaviour & financial markets)

Unit	Content	No. of hours
I	<p>Success and Failure: Understanding Behavioral Traits and Behavioral Obstacles to value investing</p> <p>1.1 - Success and Failure: why people fail? Characteristics of Human nature, Unwillingness to Delay Gratification, Why people succeed.</p> <p>1.2 Understanding Behavioral Trends: The evidence on equity returns, sources of Returns, Hypothetical study – Growth in earnings, Successful Investing</p> <p>1.3 Behavioral Obstacles to Value Investing: Behavioral Finance, Asset Allocation and Risk Aversion, Investment Styles, Returns</p>	15
II	<p>Contrarian Investing, Growth Trap and commodity Investing</p> <p>2.1 Contrarian Investing: The Psychology of going against the crowd, What is contrarian Investing, Why is contrarian investing difficult to follow?, Heuristics</p> <p>2.2 Growth Trap: Behavioral Anomalies behind investors chasing fads and fancies, long term stock returns, examples of growth trap, Lessons for Investors</p> <p>2.3 Commodity Investing: Commodity Stocks, Behavioral Biases, Valuation Parameters, Commodity cycles stock market triggers</p>	15
III	<p>Public Sector and Initial Public Offerings</p> <p>3.1 Public Sector: Perception of Stock Market, Divestment Process, Behavioral Anomalies, Discounting the positives, Size Matters so do the returns, Serving Capitalism</p> <p>3.2 Initial Public Offerings: Indian IPO Scenario, Economics of IPO, Initial Risk takers, Investor Heuristic, Understanding the IPO Phenomena.</p>	15
IV	<p>Sector Investing, Index Investing and Investor Behavior based Finance</p> <p>4.1 Sector Investing: Behavioral Traits, Sector Bubble, Sector Analysis, Sector Growth Effect, Lessons for Investors</p> <p>4.2 Index Investing: Introduction, Stock Market behavior, What is Index Investing, Why do Investors go for Index Investing</p> <p>4.3 Investor Behavior Based Finance: Stock Price, Role of Owners: Investors, Corporate Behavior, and Investor Behavior Based Finance.</p> <p>4.4 Behavioral finance : Related with Personal Finance, Corporate Finance and Portfolio Management</p>	15

	<p>Activity Oriented: Book Review</p> <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 	
--	---	--

Online resources:

Sr. No	Resources
1	https://youtu.be/oj7l_0Moxs8?list=PL6WVSL3D1Ek9ukPuR_tDCRRQiaOulxx1N
2	https://youtu.be/rIEE11L2AIM

Reference books

- 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 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

Course Title: Indirect Taxes

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- To develop a clear understanding of indirect taxation concepts and their role in the Indian taxation system and economic framework.
- To familiarise students with the structure, principles, and administration of Goods and Services Tax (GST) in India.
- To build capability in understanding GST procedures related to registration, invoicing, input tax credit, payment of tax, and return filing.
- To examine different components of GST including CGST, SGST, IGST, and UTGST along with their applicability in business transactions.
- To understand customs duty concepts, import-export taxation, valuation, and basic customs procedures.
- To analyse the legal and regulatory framework governing indirect taxes in India, including provisions under the Central Goods and Services Tax Act, 2017 and customs regulations.
- To prepare students for careers in taxation, finance, accounting, compliance, and business advisory services.

Course Outcomes:

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

1. Define and explain key concepts, principles, and structure of indirect taxation and GST in India.
2. Differentiate between various components of GST and their applicability in different business transactions.
3. Apply GST provisions related to registration, invoicing, input tax credit, tax payment, and return filing.
4. Analyse customs duty procedures, valuation methods, and taxation aspects related to imports and exports.
5. Evaluate indirect tax implications and compliance requirements for business operations.
6. Develop practical solutions and tax compliance strategies in accordance with prevailing indirect tax laws and regulations.

Unit	Content	No. of Lectures
1	Introduction 1.1. What is GST 1.2. Need for GST 1.3. Dual GST Model 1.4. Definitions Section 2(17) Business Section 2(13) Consideration Section 2(45) Electronic Commerce Operator Section 2(52) Goods Section 2(56) India Section 2 (78) Non-taxable Supply Section 2(84) Person Section 2(90) Principal Supply Section 2(93) Recipient Section 2(98) Reverse charge Section 2(102) Services Section 2(105) Supplier Section 2(107) Taxable Person Section 2(108) Taxable Supply 1.5. Goods & Services Tax Network (GSTN)	15
2	Concept of Supply 2.1. Taxable Event Supply 2.2 Time of Supply 2.3 Place of Supply 2.4 Value of Supply	15
3	Levy & Collection of Tax 3.1 Scope of Supply 3.2 Non-taxable Supplies 3.3 Composite and Mixed Supplies 3.4 Composition Levy 3.5 Levy and Collection of tax 3.6 Exemption from tax	15
4	Input Tax Credit & Payment of Tax and Registration under GST 4.1 Eligibility for taking Input Tax Credit 4.2 Input Tax Credit in Special Circumstances	15

	4.3 Computation of Tax Liability and payment of tax 4.4 Persons not liable for registration 4.5 Compulsory registration 4.6 Procedure for registration 4.7 Deemed registration 4.8 Cancellation of registration	
--	--	--

Self-Learning Topics (Unit wise)

1	Dual GST Model
2	Taxable Event Supply
3	Composite and Mixed Supplies
4	Deemed Registration

Online Resources

Sr. No	Resources
1	https://www.cbic.gov.in/resources/htdocs-cbec/gst/51_GST_Flyer_Chapter24.pdf
2	https://taxguru.in/goods-and-service-tax/taxable-supply-vis-vis-activities-taxable-supply.html
3	https://cbic-gst.gov.in/faq.html
4	https://cbic-gst.gov.in/pdf/faq-manual/faq-composition-levy-revised.pdf
5	https://www.cbic.gov.in/htdocs-cbec/gst/Composition%20Levy%20Scheme.pdf
6	https://tax2win.in/guide/gst-exemption

Reference Books

- GST Ready Reckoner – V.S. Datey
- Indirect Taxes – Law and Practice – Dr. V. Balachandran
- GST Bare Act, 2017
- GST Law & Practice – V.S. Datey
- Indirect Taxation – T.N. Manoharan & G.R. Hari
- Student's Guide to GST and Customs Law – Dr. Vinod K. Singhanian & Dr. Monica Singhanian
- Goods and Services Tax – Law & Practice – Vandana Bangar & Yogendra Bangar
- GST Manual – Taxmann
- Principles of GST and Customs Law – P.N. Reddy & H.R. Appannaiah
- GST for Beginners – Monish Bhalla

Evaluation Pattern:

A) Formative Assessment

40 marks

Sr. No.	Particulars	Marks
1	Self-Learning Evaluation	15 Marks
2	Online examination	20 Marks
3	Active participation in routine class instructional deliveries	05 Marks

B) Summative Assessment

Semester End Examination- 60 %

60 Marks

Q.No.	Particulars	Marks
1	Full Length Question OR Full Length Question	15
2	Full Length Question OR Full Length Question	15
3	Full Length Question OR Full Length Question	15
4	Full Length Question OR Full Length Question	15
Note	15 marks questions may be divided into sub questions of 8 and 7 or 10 and 5 or 5, 5 and 5 marks if required.	

Course Title: Investment Analysis and Portfolio Management

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of investment concepts, financial markets, and portfolio management principles.
- To familiarise students with various investment avenues including equity, debt, mutual funds, derivatives, and alternative investment instruments.
- To build analytical capability in evaluating securities using fundamental analysis, technical analysis, and valuation techniques.
- To understand risk-return relationships, diversification, asset allocation, and portfolio construction strategies.
- To examine portfolio management theories such as Modern Portfolio Theory, CAPM, and Efficient Market Hypothesis.
- To analyse market trends, economic indicators, and investor behaviour for effective investment decision-making.
- To prepare students for careers in investment management, equity research, portfolio advisory, wealth management, and financial consulting.

Course Outcomes:

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

1. Define and explain key concepts, principles, and instruments related to investment analysis and portfolio management.
2. Analyse financial securities using fundamental, technical, and valuation approaches.
3. Evaluate investment alternatives based on risk, return, liquidity, and market conditions.
4. Apply portfolio management theories and asset allocation strategies for diversified investment planning.

5. Assess market trends and economic factors influencing investment decisions and portfolio performance.
6. Develop investment portfolios and financial strategies aligned with investor objectives and risk profiles.

Benchmark Institutions:

- Global Association of Risk Professionals (GARP)
- Morningstar
- Association of Mutual Funds in India

Sr. No.	Modules / Units	No. of Lectures
1	<p>Introduction to Investment Environment</p> <p>1.1 Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives</p> <p>1.2 Capital Market in India: Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, large cap, Midcap and Penny stocks</p>	15
2	<p>Risk - Return Relationship</p> <p>2.1 Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification, VAR. Practical Problems on Calculation of Standard Deviation, Variance and Beta.</p>	15
3	<p>Portfolio Management and Security Analysis</p> <p>3.1 Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix</p> <p>3.2 Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick</p> <p>3.2 Chart, Mathematical Indicators: Moving Averages, Oscillators.</p>	15
4	<p>Fintech, valuation of investment, Capital Asset Pricing Model and Portfolio Performance Measurement</p> <p>4.1 Fintech in investment profession: Describe Fintech, Big data, Artificial Intelligence and machine learning, Fintech Applications to investment Management, Financial applications of disturbed ledger technology.</p> <p>4.2 valuation of investment: Introduction, Definitions, Classifications of investments, Reasons of investments, Cost of Investments, Carrying Amount of Investment on the basis of Classification, Recognize carrying Amount in Relation to Disposals of</p>	15

<p>Investments, Basic Tenants of Risk and Return, Investment properties, Disclosure, Transfer of Investments, Switching of Investments within a portfolio, Specialised Investment Enterprises, Practical Problems</p> <p>4.3 Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line</p> <p>4.4 Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)</p>	
--	--

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	3.2	Charts: Line Chart, Bar Chart, Candlestick Chart
2	3.2	Mathematical Indicators: Moving Averages, Oscillators.

Online Resources

1	https://www.youtube.com/watch?v=mMbBlfYXAkq
2	https://www.youtube.com/watch?v=mRE9_YufeTA
3	https://www.youtube.com/watch?v=NIjucusocFw

References:

- Investment Analysis and Portfolio Management 1st Edition by y M. Ranganatham & R. Madhumathi , Publisher: Pearson Education India.
- Security Analysis Portfolio Management | Seventh Edition , by E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini , By Pearson
- Portfolio Management: Theory and Practice by by Scott D. Stewart
- Investment Analysis and Portfolio Management | 5th Edition, by Prasanna Chandra ,McGraw Hill Education
- Investment Analysis and Portfolio Management – I, Tybcom — Semester – V, by Farhat Fatma Shaikh, Vipul Publications

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

Discipline Specific Elective (Marketing)

Course Title: Retail Marketing

Course Code: DSE

Credits: 4

Course Objectives:

1. **To** provide students with a comprehensive understanding of the concepts, characteristics, theories and evolution of retailing with special reference to the Indian retail industry.
2. **To** familiarize students with various retail formats, retail institutions and changing retail consumer behaviour in modern markets.
3. **To** develop knowledge of retail marketing strategies including retail marketing mix, merchandising, pricing and people strategy.
4. **To** equip students with analytical skills related to retail location planning, trading area analysis, store design, layout and visual merchandising.
5. **To** enhance understanding of buying and merchandising management, service strategy, customer relationship management and customer experience in retailing.
6. **To** introduce students to the role of information technology in retailing, including e-tailing and quick commerce, to meet contemporary retail industry needs.

Course Outcomes:

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

1. **Explain** the fundamental concepts, characteristics, theories and evolution of retailing, with special reference to the Indian retail industry.
2. **Identify and compare** various retail formats, retail institutions and emerging trends, and analyze retail consumer behaviour.
3. **Apply** retail marketing mix strategies including merchandising planning, pricing methods, promotion and people strategy in retail contexts.
4. **Analyze** retail location decisions using trading area analysis, site selection techniques and location evaluation theories.
5. **Design and evaluate** store layouts, visual merchandising plans and retail space management strategies to enhance customer experience.
6. **Assess** the role of technology in retailing including IT applications, e-tailing and quick commerce in improving retail performance and customer service.

Benchmark Institutions

International Benchmark Institutions

1. **Harvard Business School** – Retail case studies, omnichannel strategy, customer experience
2. **Wharton School of the University of Pennsylvania** – Retail analytics, consumer insights, pricing strategy
3. **London Business School** – Global retail strategy, marketing innovation
4. **INSEAD** – International retailing, digital transformation
5. **MIT Sloan School of Management** – Retail technology, supply chain & e-commerce

Indian Benchmark Institutions

1. **Indian Institute of Management Ahmedabad** – Retail strategy, consumer behaviour, marketing leadership
2. **Indian Institute of Management Bangalore** – Digital retailing, analytics, marketing excellence
3. **Indian Institute of Management Calcutta** – Retail finance, merchandising, strategy
4. **SP Jain Institute of Management and Research** – Strong industry-linked retail & marketing programs
5. **Narsee Monjee Institute of Management Studies** – Retail, consumer behaviour, e-commerce focus
6. **Symbiosis Institute of Business Management Pune** – Marketing & retail strategy excellence
7. **National Institute of Fashion Technology** – Retail buying, merchandising, fashion retail operations

Sr. No.	Content	No. of Lectures
I	Introduction to Retailing: 1.1 Definition, 1.2 Characteristics, 1.3 Theories of Retailing; 1.4 Emerging trends in retailing; 1.5 Evolution of retailing in India; 1.6 Factors behind the change of Indian retail industry; 1.7 Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, and Non-store based, and other forms of Non-traditional Retailing; Retail consumers.	15
II	Retail marketing strategies- I 2.1 Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning; 2.2 Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management; Mark-up & Markdown in merchandise management;	15

	2.3 Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. 2.4 Retail People Strategy	
III	Retail marketing strategy- II 3.1 Retail Finance strategy 3.2 Retail Location Strategy- Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation: theories and application. 3.3 Store Planning: Design & Layout 3.4 Introduction to Visual merchandising, Retail Image Mix, effective retail space management, floor space management	15
IV	Buying and Merchandising management 4.1 Buying and Merchandising strategy; 4.2 Service Strategy; 4.3 Customer Relationship and Customer experience; 4.4 IT in retailing; E-tailing, quick commerce.	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.7	Retail Formats
2	2.2	Retail Merchandising
3	3.2	Retail Location Strategy
4	4.4	IT in retailing; E-tailing, quick commerce.

Online Resources/MOOCs

https://www.mygreatlearning.com/academy/learn-for-free/courses/retail-management
https://www.open.edu/openlearn/money-business/business-strategy-studies/retail-marketing/content-section-0
https://alison.com/course/retail-management-merchandising-distribution-and-marketing
https://www.classcentral.com/course/swayam-introduction-to-retail-management-14163
https://onlinecourses.swayam2.ac.in/cec20_mg01/preview

Reference Books

- Berman, Evan, Chatterjee: Retail Management, A Strategic Approach (2018), Pearson Education
- Levy, Weitz and Pandit; Retailing Management, McGraw Hill Education

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

Course Title: International Marketing

Course Code: DSE

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of the concepts, scope, significance and processes of international marketing in the context of globalization and digital trade.
- To enable students to analyze the international marketing environment by examining economic, political, legal, cultural and technological factors influencing global business decisions.
- To familiarize students with international market entry strategies and international marketing mix decisions including product, pricing, distribution and promotion in global markets.
- To equip students with the ability to conduct and interpret international marketing research using modern tools such as MIS, big data analytics and artificial intelligence.
- To expose students to recent developments in international marketing including digitalization, cross-border e-commerce, ethical practices, sustainability and global case studies across industries.

Course Outcomes:

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

- Explain the fundamental concepts, orientations and processes of international marketing and distinguish it from domestic marketing practices.
- Analyze the impact of economic, political, legal, cultural and technological environments on international marketing strategies and decision-making.
- Evaluate international market entry modes and develop appropriate global marketing mix strategies for products and services.
- Apply international marketing research techniques, including digital tools, big data and AI-based insights, to identify and analyze global market opportunities.
- Assess contemporary issues in international marketing such as digital transformation, cross-border e-commerce, ethical challenges, sustainability and regulatory compliance using real-world global case studies.

International Benchmark Institutions

1. **Harvard Business School** – Global marketing strategy, international case studies
2. **Wharton School of the University of Pennsylvania** – Global pricing, analytics, international markets
3. **London Business School** – International business & marketing leadership
4. **INSEAD** – Cross-cultural marketing, global strategy, digital transformation
5. **MIT Sloan School of Management** – Technology-driven global marketing & digital trade

Indian Benchmark Institutions

1. **Indian Institute of Management Ahmedabad** – Global strategy, international markets, trade & policy
2. **Indian Institute of Management Bangalore** – Digital marketing, analytics, global business
3. **Indian Institute of Management Calcutta** – International trade, pricing, strategy
4. **SP Jain Institute of Management and Research** – International business & global marketing programs
5. **Narsee Monjee Institute of Management Studies** – International marketing, digital commerce, global exposure
6. **Symbiosis Institute of International Business Pune** – International trade, cross-border marketing, global strategy

Unit	Content	No. of Lectures
1	<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
2	<p>International Marketing Environment and Marketing Research</p> <p>2.1 Economic Environment: International economic conditions, role of institutions such as World Bank, IMF and IFC, economic integration through Free Trade Agreements, Customs Union, Common Market and Economic Union, impact of global economic changes on marketing decisions.</p> <p>2.2 Political & Legal Environment: Political systems and political risks, government intervention and instability, legal systems and legal differences, anti-dumping laws, import licensing, regulatory compliance and data protection laws such as GDPR.</p> <p>2.3 Cultural Environment: Concept and role of culture in international marketing, cultural elements including language, religion, values, customs, aesthetics and education, Hofstede's cultural dimensions, individualism versus collectivism, cultural sensitivity in branding and communication.</p> <p>2.4 International Marketing Research: Meaning, importance and scope of international marketing research, research process, challenges in cross-border data collection.</p> <p>2.5 Technology in Marketing Research: Use of information technology, marketing information systems, big data analytics, artificial intelligence and automation for global market insights.</p>	15
3	<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>	15

	<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 concepts, standardization versus adaptation, digital promotion tools, social media, influencers and content localization.</p>	
4	<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

- Catero, 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

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

Course Title: Rural Marketing

Course Code: DSE

Credits: 4

Course Objectives:

- To understand key concepts, frameworks, and unique characteristics of rural markets.
- To inculcate analytical, research, and fieldwork skills essential for dissecting rural market complexities and consumer behaviour.
- To analyse rural market issues and challenges, applying theoretical principles to practical, real-world rural scenarios.
- To develop strategies for effective market segmentation, targeting, and positioning by leveraging both traditional methods and modern technological tools.
- To evaluate rural marketing initiatives such as local engagement, distribution strategies, and sustainable business practices in a rural context.

- To develop strategic planning and decision-making skills crucial for managing rural marketing functions effectively.
- To prepare students for roles such as Rural Marketing Trainee, Field Marketing Executive, Rural Business Development Coordinator, or Customer Engagement Associate.

Course Outcomes:

- **Remember** the key concepts, market dynamics, and components of rural marketing, supporting the objective of fostering innovative and analytical thinkers in the rural business domain.
- **Understand** various principles and strategies of rural marketing, advancing the objective of creating a knowledgeable and skilful workforce tailored to rural market needs.
- **Analyse** various rural market scenarios, encouraging critical thinking and preparing graduates to excel in diverse and challenging rural environments.
- **Apply** rural marketing concepts and strategies to real-world situations, promoting the objective of developing professionals who can implement targeted solutions in rural settings.
- **Evaluate** alternative marketing approaches specific to rural contexts, reinforcing the objective of critically assessing and constructing practical strategies for market penetration and customer engagement.
- **Create** a sustainable and effective environment for rural market management in organizations, contributing to the objective of developing innovative and adaptive leaders.

Benchmark Institutions

- All India Management Association (AIMA)
- Asian Association of Management Organisations (AAMO)
- American Management Association (AMA)
- British Institute of Management (BIM)

Sr. No.	Content	No. of Lectures
I	<p>Introduction to Rural Marketing</p> <p>1.1 Introduction to Rural Market, Definition & Scope of Rural Marketing.</p> <p>1.2 Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).</p> <p>1.3 Emerging Profile of Rural Markets in India,</p> <p>1.4 Problems of rural market.</p> <p>1.5 Constraints in Rural Marketing and Strategies to overcome constraints</p> <p>1.6 Role of NGOs and CSR in Rural Development and Marketing.</p>	15
II	<p>Rural Market</p> <p>2.1 Rural Consumer Vs Urban Consumers– a comparison.</p> <p>2.2 Characteristics of Rural Consumers.</p> <p>2.3 Rural Market Environment: Demographics– Population, Occupation Pattern, Literacy Level; Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption</p>	15

	<p>Pattern, Rural Market Index; Land Use Pattern, Rural Infrastructure -Rural Housing, Electrification, Roads</p> <p>2.4 Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.</p> <p>2.5 Digital Penetration and Internet Usage Trends in Rural India.</p>	
III	<p>Rural Marketing Mix</p> <p>3.1 Relevance of Marketing mix for Rural market/Consumers.</p> <p>3.2 Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling.</p> <p>3.3 Nature of Competition in Rural Markets, the problem of Fake Brands</p> <p>3.4 Pricing Strategies & objectives</p> <p>3.5 Promotional Strategies. Segmentation, Targeting & Positioning for rural market.</p> <p>3.6 Role of E-Commerce & M-Commerce in Rural Product Promotion and Sales.</p>	15
IV	<p>Rural Marketing Strategies</p> <p>4.1 Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co- operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based)</p> <p>4.2 Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences.</p> <p>4.3 Rural Media- Mass media, Non-Conventional Media, Personalized media.</p> <p>4.4 Influence of social media and Regional Content Platforms on Rural Communication.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.6	Role of NGOs and CSR in Rural Development and Marketing.
2	2.1	Rural Consumer Vs Urban Consumers
3	3.6	Role of E-Commerce & M-Commerce in Rural Product Promotion and Sales.

Online Resources/MOOCs

https://www.youtube.com/results?search_query=Role+of+NGOs+and+CSR+in+Rural+Development
https://archive.nptel.ac.in/courses/109/104/109104047/
https://www.facebook.com/cirdap/videos/webinar-on-e-commerce-in-agriculture-sector-for-rural-development-transformation/297038125758680/
https://www.youtube.com/watch?v=Dot5fu1HUf8

Reference Books

- Badi & Badi: Rural Marketing
- Mamoria, C.B. & Badri Vishal: Agriculture problems in India
- Arora, R.C.: Integrated Rural Development
- Rajgopal: Managing Rural Business
- Gopaldaswamy, T.P.: Rural Marketing

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

Course Title: Service Marketing

Course Code: DSE

Credits: 4

Course Objectives:

- To understand the fundamental concepts, nature, and characteristics of services and how they differ from product marketing.
- To develop knowledge of the extended marketing mix (7Ps) specifically for service-based industries.
- To analyse service consumption behavior and identify key factors affecting customer perception and satisfaction.
- To design marketing strategies that enhance service quality, customer experience, and relationship management.
- To evaluate the role of technology, service automation, and digital channels in delivering and promoting services.
- To strengthen skills in segmentation, targeting, positioning (STP), and service innovation for various sectors.
- To prepare students for careers in industries such as hospitality, healthcare, banking, retail, consulting, education,

and IT-enabled services.

Course Outcomes:

- Remember the definitions, frameworks, and key elements of service marketing.
- Understand the service marketing mix (7Ps) and their strategic application in real-world scenarios.
- Analyse customer behavior in services and identify pain points, expectations, and loyalty factors.
- Apply service marketing principles to sectors like banking, tourism, telecom, and health care.
- Evaluate service quality models like SERVQUAL and design customer satisfaction surveys.
- Create service blueprints, relationship marketing plans, and service recovery strategies to enhance competitive advantage.

Benchmark Institutions

- Indian Institute of Management, Bangalore (IIMB)
- ESSEC Business School
- Management Development Institute (MDI), Gurgaon
- SP Jain Institute of Management and Research (SPJIMR), Mumbai

Sr. No.	Content	No. of Lectures
I	Service Consumers and Managing Services Quality 1.1 Difference between goods and services marketing 1.2 Challenges of Services Marketing 1.3 Role of internal and interactive marketing in services 1.4 Services Marketing Myopia, Expanded Services Marketing mix 1.5 Levels of service expectations, Factors influencing Consumers' perception of service 1.6 Different types of Service Quality, Determinants of Service Quality, Gap Model of Service Quality, Service quality research.	15
II	Service Delivery Process and Service Pricing 2.5 Distinction between core, facilitating, and support services 2.6 Different levels of customer participation in the creation of service and the strategies to enhance the customer participation in service production and delivery 2.7 Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries 2.8 Setting up Service prices- costs, perceived value and competition; Revenue Management in specific service industries 2.9 Pricing concepts- price bundling, captive pricing, two-part pricing, loss-leadership pricing and result-based pricing; Price competition challenges.	15
III	Service Communication, Branding, Physical Evidence in Service 3.4 Challenges in designing communication programme for services,	15

	<p>3.5 Service communication problems.</p> <p>3.6 Strategies for matching service promises with delivery, Services advertising,</p> <p>3.7 Role of promotion in marketing of services.</p> <p>3.8 Service scape, the roles played by the service scape, and its effects, Environmental dimensions of service scape, High-contact and Low-contact; Approaches for understanding service scape effects.</p>	
IV	<p>Service Failures, Recovery Strategies, Managing People and Customer Relationships</p> <p>4.6 Service failures, strategies and tactics of service recovery in the event of a service failure,</p> <p>4.7 Service guarantee and its role in promoting and achieving service quality; customer feedback system.</p> <p>4.8 Human resource strategies for customer-oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing),</p> <p>4.9 Interactive marketing (managing the moments of truth); guideline for people in service organizations; service oriented organizational structure; customer loyalty; customer lifetime value; customer equity; framework for building customer loyalty.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.6	Different types of Service Quality, Determinants of Service Quality, Gap Model of Service Quality, Service quality research.
2	2.3	Service blueprinting and its benefits; Customer Service standards; Strategies to manage fluctuations of demand in the creation and delivery of services; Service delivery intermediaries
3	3.3	Strategies for matching service promises with delivery; Services advertising
4	4.3	Human resource strategies for customer oriented service delivery; internal marketing in delivering the promise made to customers (through external marketing)

Online Resources/MOOCs

https://www.classcentral.com/
https://alison.com/course
https://professional.dce.harvard.edu/
https://www.wix.com/

Reference Books

- Services Marketing: V Zeithaml, Gremler, Bitner and Ajay Pandit, 7 th Edition TMH,2018 2.
- Services Marketing: Jochen Wirtz, Christopher H. Lovelock & Jayanta Chatterjee 9th Edition; Published by World Scientific, 2023 3.
- Service Management: Operations, Strategy, Information Technology, Sanjeev Bordoloi, James Fitzsimmons and Mona Fitzsimmons 10th Edition ISBN10: 1264098359 | ISBN13: 9781264098354 © 2023 4.

- Services Marketing: Concepts, Strategies & Cases K. Douglas Hoffman | John E.G. Bateson ISBN: 9789386858771 Edition: 5th © Year: 2017
- Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective, Pearson Education, 7th Edition
- Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011
- Harsh V. Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition
- K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011
- C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008
- Govind Apte, Services Marketing, Oxford Press, 2004

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
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

HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Title: Performance Management & Career Planning

Course Code: DSE

Credits: 4

Course Objectives:

- To develop a clear understanding of performance management systems and their role in improving employee productivity and organizational effectiveness.
- To familiarise students with performance planning, appraisal methods, feedback mechanisms, and performance evaluation processes.
- To build capability in analysing employee performance using qualitative and quantitative performance indicators.
- To understand career planning concepts, career development stages, and organizational career management practices.
- To examine the relationship between performance management, employee motivation, rewards, succession planning, and career growth.
- To analyse contemporary approaches such as competency-based performance management, continuous feedback, and performance coaching.
- To prepare students for roles in HR, talent management, employee development, and organizational planning functions.

Course Outcomes:

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

1. Define and explain key concepts, principles, and processes related to performance management and career planning.
2. Analyse employee performance using appraisal methods, KPIs, and competency frameworks.
3. Evaluate different performance appraisal systems and feedback mechanisms in organizational contexts.
4. Apply career planning and development strategies for employee growth and organizational effectiveness.
5. Assess the role of coaching, mentoring, rewards, and succession planning in performance and career management.
6. Develop performance management and career planning frameworks aligned with organizational goals and workforce development needs.

Units	Content	No. Of lectures
1	Foundations of Performance Management <ul style="list-style-type: none"> ● Concept, scope & significance of performance management ● Performance management cycle & processes ● Goal setting, KRAs, KPIs & SMART objectives ● Competency-based performance management ● Roles of HR, line managers & employees 	15
2	Performance Appraisal Systems & Tools <ul style="list-style-type: none"> ● Traditional & modern appraisal techniques (MBO, 360°, BARS, behavioural scales, etc.) ● Performance documentation & evaluation ● Feedback mechanisms, reviews & coaching for performance improvement ● Linking performance to rewards, promotions & recognition Biases & errors in appraisal	15
3	Career Planning & Talent Development <ul style="list-style-type: none"> ● Concept, need & importance of career planning ● Career stages, career anchors & career paths ● Succession planning & HiPo identification ● Learning & development linkages to career growth ● Mentoring, coaching & talent mobility strategies 	15
4	Contemporary & Digital Trends in Performance & Career Management <ul style="list-style-type: none"> ● Continuous performance management & agile feedback ● OKRs and data-driven performance systems ● Digital performance platforms & talent dashboards ● Career development in the gig economy ● AI-enabled performance systems & future of talent management 	15

Self-Learning Topics:

Units	Self – Learning Topics
Unit 1	<ul style="list-style-type: none"> ● Evolution of performance management in India & global context ● Case study on competency-based performance management
Unit 2	<ul style="list-style-type: none"> ● Comparative study of traditional vs modern performance appraisal practices ● Mitigating bias and errors in performance appraisal
Unit 3	<ul style="list-style-type: none"> ● Succession planning practices in MNCs & tech firms ● Role of mentoring and coaching in talent development
Unit 4	<ul style="list-style-type: none"> ● Agile performance management in startups vs established firms ● AI, analytics & digital dashboards in performance evaluation

Online links:

https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_hs73

https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg145

https://onlinecourses-archive.nptel.ac.in/noc18_hs14

Coursera

- Performance Management and Employee Engagement (University of Minnesota)
- People Analytics (Wharton)

edX

- Talent Management (RIT)
- Strategic Career Self-Management

SWAYAM

- Human Resource Development (Career modules)
- Organizational Behaviour (Performance modules)

Other Platforms

- AIHR — Performance & Talent Management Micro-certifications
- LinkedIn Learning — OKRs, Coaching & Feedback courses
- Udemy — Practical PMS implementation & feedback skills

Reference Books

- Armstrong, M. — Armstrong's Handbook of Performance Management
- Herman Aguinis — Performance Management
- Robert Bacal — Performance Management
- Rao, T.V. — Performance Management and Appraisal Systems
- Pareek & Rao — Designing and Managing Human Resource Systems (Relevant units)
- Dessler, G. — Human Resource Management (Selected chapters)
- Snell & Bohlander — Managing Human Resources (Talent Development sections)

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 No.	Particulars	Marks
Q. 1) A)	Question from Module 1	8
OR		
Q. 1) B)	Question from Module 1	8
Q. 1) C)	Question from Module 1	7
OR		
Q. 1) D)	Question from Module 1	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

Course Title: International Human Resources

Course Code: Core Course (CC)

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of International Human Resource Management (IHRM) and its role in managing global workforce operations.
- To familiarise students with international staffing approaches, expatriate management, global recruitment, and cross-border talent management practices.
- To build capability in analysing cultural, legal, economic, and political factors influencing HR practices in multinational organizations.
- To understand global HR functions including international compensation, performance management, training, and employee relations.
- To examine challenges related to cross-cultural communication, diversity management, expatriate adjustment, and global leadership development.
- To analyse the impact of globalization, technology, and international labour regulations on HR policies and workforce management.
- To prepare students for careers in multinational corporations, global HR operations, international staffing, and talent management functions.

Course Outcomes:

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

1. Define and explain key concepts, principles, and functions of International Human Resource Management.
2. Analyse global HR challenges related to culture, staffing, communication, and workforce diversity.
3. Evaluate international HR policies and practices in multinational business environments.
4. Apply HR strategies related to expatriate management, global recruitment, training, and performance management.
5. Assess the impact of globalization, labour laws, and cultural differences on international HR decisions.
6. Develop HR solutions and workforce strategies suitable for global and multicultural organizational settings.

Units	Content	No. Of lectures
1	Foundations of International HRM & Global Workforce <ul style="list-style-type: none"> • Meaning, scope & evolution of International HRM • Differences between domestic HRM and IHRM • Globalization and workforce mobility • Role of MNCs, subsidiaries & joint ventures Hofstede & cross-cultural frameworks 	15
2	Global Staffing, Selection & Performance Management <ul style="list-style-type: none"> • Approaches to international staffing (PCN, HCN, TCN) • International recruitment & selection criteria • Training for international assignments • Cross-cultural communication & leadership • International performance appraisal systems 	15
3	International Compensation, Mobility & Expatriation <ul style="list-style-type: none"> • International compensation systems & pay models • Expatriate compensation & allowances • Taxation & cost-of-living adjustments • Expatriation & repatriation processes • Employee relations & labor laws in international context 	15
4	Contemporary Issues in Global HRM & Talent Management <ul style="list-style-type: none"> • Global talent management strategies • Virtual teams & digital mobility • Workforce diversity & inclusion in global settings • Ethical, legal & political challenges in IHRM • Future trends: Remote work, gig mobility & global talent platforms 	15

Self -Learning Topics

Units	Self – Learning Topics
Unit 1	<ul style="list-style-type: none"> • Comparative study of HR practices across countries (e.g., US, Japan, India) • Analysis of cross-cultural HR failure cases in multinational firms
Unit 2	<ul style="list-style-type: none"> • Case study on international staffing strategies of MNCs • Cross-cultural competence and global leadership
Unit 3	<ul style="list-style-type: none"> • Expatriate compensation structures in global corporations • Repatriation challenges and talent retention
Unit 4	<ul style="list-style-type: none"> • Virtual global teams & remote work practices • Global mobility and international talent marketplaces

Online Resources

https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_mg29

https://onlinecourses.nptel.ac.in/e-learning/preview/noc24_mg49

https://swayam.gov.in/explorer?searchText=organizational+behaviour&utm_source

Coursera

- Managing Human Resources in an International Context (University of Minnesota)
- International Business Essentials: Global Workforce Module (University of London)

edX

- Cross-Cultural Communication & Global Leadership
- International Business Management (Various Universities)

SWAYAM / NPTEL

- International Business (Select IHRM modules)
- Globalization & Society

Other Platforms

- LinkedIn Learning — Global HRM, Expat Management, Cross-cultural skills
- Harvard Business Publishing — International HRM case studies (optional for faculty)

Reference Books

- Dowling, Festing & Engle — International Human Resource Management
- Peter J. Dowling — Global HRM
- Chris Brewster — International and Comparative HRM
- Aswathappa, K. — International Human Resource Management
- Schuler & Briscoe — International HRM: Policies & Practices
- Taylor, Beechler & Napier — Global HR Practices and Contexts
- Cascio, W. — Managing Human Resources (Global chapters)

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 No.	Particulars	Marks
Q. 1) A)	Question from Module 1	8
OR		
Q. 1) B)	Question from Module 1	8
Q. 1) C)	Question from Module 1	7
OR		
Q. 1) D)	Question from Module 1	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

Course Title: Leadership & Managerial Effectiveness

Core Course DSE

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of leadership concepts, managerial roles, and their importance in organizational effectiveness.
- To familiarise students with various leadership theories, styles, and approaches used in modern business organizations.
- To build capability in analysing managerial competencies such as communication, decision-making, motivation, delegation, and conflict management.
- To understand the relationship between leadership, team dynamics, organizational culture, and employee performance.
- To examine emotional intelligence, interpersonal skills, and ethical leadership practices for effective managerial functioning.
- To analyse challenges faced by managers and leaders in dynamic, diverse, and technology-driven work environments.
- To prepare students for leadership and managerial roles across business, corporate, entrepreneurial, and service sectors.

Course Outcomes:

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

1. **Define and explain** key concepts, theories, and styles of leadership and managerial effectiveness.
2. **Analyse** leadership behaviour and managerial practices in different organizational situations.
3. **Evaluate** leadership approaches and managerial strategies for team performance and organizational success.
4. **Apply** communication, motivation, decision-making, and conflict management skills in managerial contexts.
5. **Assess** the role of emotional intelligence, ethics, and interpersonal relationships in effective leadership.
6. **Develop** leadership and managerial strategies for improving organizational performance and employee engagement.

Unit	Contents	No. of lectures
1	Foundations of Leadership & Managerial Roles <ul style="list-style-type: none"> ● Concept, nature & importance of leadership ● Leadership vs Management ● Managerial roles (Mintzberg) & leadership competencies ● Leadership traits & skills ● Leadership in different organizational contexts 	15
2	Leadership Theories, Styles & Communication for Effectiveness <ul style="list-style-type: none"> ● Trait, Behavioural & Contingency theories ● Transformational vs Transactional leadership ● Servant leadership & Authentic leadership ● Emotional intelligence in leadership ● Leadership communication, motivation & influence processes 	15
3	Decision-Making, Team Leadership & Conflict Resolution <ul style="list-style-type: none"> ● Managerial decision-making models ● Team leadership & group dynamics ● Coaching, mentoring & empowerment ● Motivation & morale building ● Conflict types, handling styles & negotiation 	15
4	Contemporary Leadership Challenges & Emerging Issues <ul style="list-style-type: none"> ● Leadership in digital workplace & hybrid teams ● Cross-cultural leadership & diversity sensitivity ● Ethics, values & responsible leadership ● Leadership for innovation & change management ● Future trends: distributed leadership, agile leadership, leadership analytics 	15

Self-Learning Topics

Units	Self-Learning Topics
Unit 1	<ul style="list-style-type: none"> ● Case examples of iconic business leaders and managerial styles ● Comparative analysis of leadership vs management in organizations
Unit 2	<ul style="list-style-type: none"> ● Study of transformational leadership in high-growth companies ● Emotional intelligence as a determinant of leadership success
Unit 3	<ul style="list-style-type: none"> ● Case analysis on conflict resolution & negotiation strategies ● Coaching & mentoring for managerial effectiveness
Unit 4	<ul style="list-style-type: none"> ● Cross-cultural leadership challenges in global firms ● Leadership in digital and AI-enabled organizations

Online Resources

https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_mg41

https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg38

https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_mg28

<https://www.youtube.com/watch?v=zVwZusF-Bpw>

Coursera

- Foundations of Everyday Leadership (University of Illinois)
- Leadership in 21st Century Organizations (Copenhagen Business School)

edX

- Leadership and Influence (UQ)
- Adaptive Leadership in Development (Harvard Kennedy School)

SWAYAM / NPTEL

- Leadership & Team Effectiveness
- Organizational Behaviour (select leadership modules)

Other Platforms

- LinkedIn Learning - courses on leadership communication, conflict management, decision making
- Harvard Business Publishing - leadership case studies (optional for faculty)

Reference Books

- Peter G. Northouse — Leadership: Theory and Practice
- Stephen P. Robbins & Tim Judge — Organizational Behavior (Leadership chapters)
- Gary Yukl — Leadership in Organizations
- Pramod Verma — Leadership and Managerial Effectiveness
- Hersey, Blanchard & Johnson — Management of Organizational Behavior
- Daniel Goleman — Primal Leadership (Emotional Intelligence perspective)
- Koontz & Weihrich — Essentials of Management (Managerial roles & skills sections)

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 No.	Particulars	Marks
Q. 1) A)	Question from Module 1	8
OR		
Q. 1) B)	Question from Module 1	8
Q. 1) C)	Question from Module 1	7
OR		
Q. 1) D)	Question from Module 1	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

Course Title: Compensation Management

Core Course (CC)

Credits:04

Course Objectives:

- To develop a comprehensive understanding of compensation management concepts and their role in employee motivation, retention, and organizational performance.
- To familiarise students with wage and salary administration, compensation structures, incentive systems, and employee benefits.
- To build capability in analysing compensation policies and designing equitable and competitive pay structures.
- To understand job evaluation methods, performance-linked compensation, and reward management systems.
- To examine legal and regulatory provisions related to wages, bonuses, social security, and employee benefits in India.
- To analyse emerging trends in compensation management such as flexible benefits, executive compensation, ESOPs, and pay-for-performance systems.
- To prepare students for careers in compensation and benefits, HR operations, payroll management, and reward management functions.

Course Outcomes:

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

1. Define and explain key concepts, principles, and components of compensation management.
2. Analyse wage structures, compensation policies, and employee benefit plans in organizational settings.
3. Evaluate job evaluation methods and reward systems for ensuring internal and external equity.
4. Apply compensation techniques and performance-based pay systems in practical HR situations.
5. Assess legal and regulatory requirements related to wages, bonuses, and employee benefits in India.
6. Develop effective compensation and reward strategies aligned with organizational goals and employee satisfaction.

Units	Content	No. of lectures
1.	Fundamentals of Compensation Management Dynamics of Compensation 1.1 Structure Concept of Compensation structure, 1.2 Objectives and benefits, 1.3 Factors affecting compensation decisions, 1.4 Components of compensation package,	15

	1.5 Scope and importance of compensation structure, 1.6 Basic issues that help in designing the organizational strategy for compensation structure.	
2.	Designing Compensation Structures 2.1 Current Trends in Designing the Compensation Structure Introduction to job evaluation, 2.2 Methods of job evaluation, Internal and external alignment in compensation structure, 2.3 Market competitiveness, 2.4 Application of expectancy and equity theories towards compensation structure, 2.5 Cost to the company concept (CTC), 2.6 Fringe Benefits: Various kinds of Fringe Benefits, ESOP, Executive remuneration, Compensation Committee and corporate governance	15
3.	Legal and Regulatory Framework Governing Compensation 3.1 Regulatory Framework for Compensation Structure The Code on Wages, 3.2 2019 - Regulation of minimum wages, 3.3 payment of wages, payment of bonus, 3.4 Contemporary issues in implementation of the Code on Wages, 2019, 3.5 Industrial Relations Code, 2020	15
4.	Compensation Administration, Wage Determination, and Grievance Redressal 4.1 Grievances Redressal Relating to Conflicts Between Employers and Employees Relating to Compensation Structure. 4.2 The Employees Compensation (Amendment) Act, 2017- Issues relating to wage determination, pay grades, wage surveys, comparable worth, competency-based pay, method of calculating wages.	15

Self – Learning topics (Unit wise)

Sr.No	Unit	Topics
1	1	Importance of compensation structure
2	2	Cost to the company concept
3	3	Industrial Relations Code, 2020
4	4	The Employees Compensation (Amendment) Act, 2017

Online Resources:

https://onlinecourses.swayam2.ac.in/imb26_mg135/preview

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

Reference Books

- Cascio, W. (2015). Managing Human Resources: Productivity, Quality of Work Life, Profits. United Kingdom: McGraw-Hill Education.
- Duff, M. C. (2017). Workers' Compensation Law: A Context and Practice Casebook. United States: Carolina Academic Press.
- Henderson, R. I. (2020). Compensation Management in a Knowledge-based World. India: Pearson Education.
- Milkovich, G. T., Newman, J. M., Venkata Ratnam, C. S. (2009). Compensation. United States: McGraw-Hill/Irwin.
- Sharma, J. P. (2010). An Easy Approach to Company and Compensation Laws. Ane Books Pvt. Ltd.

Note: From the date of implementation of labour codes, this syllabus shall be disseminated as per new labour codes.

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 No.	Particulars	Marks
Q. 1) A)	Question from Module 1	8

OR		
Q. 1) B)	Question from Module 1	8
Q. 1) C)	Question from Module 1	7
OR		
Q. 1) D)	Question from Module 1	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

Course Title: Financial Analytics

Course Code: DSE (CC)

Credits: 4

Course Objectives:

1. To provide a comprehensive understanding of core financial theories, including **Equity, Fixed Income, and Derivatives**, within a data-driven framework.
2. To equip learners with advanced technical proficiency in **Python, R, and SQL** to automate complex financial analysis and statement processing.
3. To train students in applying **Machine Learning and Econometric models** (like Regressions and Time-Series) to predict market trends and credit risks.
4. To foster **ethical leadership** and critical thinking by analyzing the impact of globalization and automated decision-making on the business environment.
5. To develop the ability to translate "Big Data" into actionable **Financial Intelligence** through interactive visualization and executive-level storytelling.
6. To encourage an **entrepreneurial mindset** by challenging students to build innovative FinTech prototypes in a "Sandbox" environment.

Course Outcomes:

At the end of the course, learners will be able to:

1. **Demonstrate Technical Mastery:** Students will be able to write clean, efficient code to perform **Derivative Valuation** and **Portfolio Optimization** using real-world APIs.
2. **Perform Predictive Modeling:** Graduates will be able to design, train, and validate **Machine Learning models** (Random Forests, XGBoost) to solve financial classification and regression problems.
3. **Conduct Advanced Asset Analysis:** Learners will be able to perform in-depth **Equity and Fixed Income valuation**, integrating macroeconomic indicators and sentiment analysis into their reports.
4. **Evaluate Financial Integrity:** Students will be able to critique **Financial Statements** for earnings quality and apply **Ethical Frameworks** to mitigate algorithmic bias in finance.
5. **Synthesize Data Intelligence:** Graduates will be able to build **Executive Dashboards** in Power BI/Tableau that monitor real-time risk, liquidity, and corporate performance.
6. **Lead with Strategy:** Students will demonstrate the ability to lead multidisciplinary teams, presenting data-driven solutions to complex **Corporate Finance** challenges.
7. **Execute Research & Innovation:** Learners will be capable of conducting independent research into emerging trends like **Quantum Finance** or **Behavioral Analytics** to solve evolving market problems.

Units	Content	No. Of Lectures
I	<p>Principles of Financial Decision Making</p> <p>1.1 Ethics & Economics: Professional Standards (CFA Institute model), Macro/Micro-Economic indicators in analytics.</p> <p>1.2 Corporate Finance: Capital structure, dividend policy, and agency theory.</p> <p>1.3 Financial Accounting: Analysis of 3-statement models and earnings quality.</p>	15
II	<p>Data Analytics & Machine Learning (ML)</p> <p>2.1 Foundational Analytics: Exploratory Data Analysis (EDA); Handling missing data/outliers in financial datasets.</p> <p>2.2 Regressions: OLS, Ridge, Lasso, and Elastic Net; Multi-collinearity and Heteroscedasticity in stock data.</p> <p>2.3 Classification Models: Logistic Regression for credit scoring; Support Vector Machines (SVM) for market regime detection.</p> <p>2.4 Ensemble Learning: Random Forests and Gradient Boosting (XGBoost/LightGBM) for predicting Equity Valuation anomalies.</p> <p>2.5 Unsupervised Learning: K-Means and Hierarchical clustering for sector-based Portfolio Management.</p>	15
III	<p>Predictive Financial Modelling</p> <p>3.1 Time Series Forecasting: Stationarity; ARIMA/SARIMA; Volatility modelling using ARCH/GARCH for Derivative Valuation.</p> <p>3.2 Fixed Income Analytics: Bootstrapping yield curves; Duration and Convexity approximation; Vasicek and CIR interest rate models.</p> <p>3.3 Credit & Default Risk: Probability of Default (PD) and Loss Given Default (LGD) modelling; Survival analysis for firm longevity.</p> <p>3.4 Simulation & Optimization: Monte Carlo simulations for Equity price paths; Black-Litterman model for Portfolio Management; Scenario analysis for Economics shocks.</p>	15
IV	<p>Financial Intelligence & Visualisation</p> <p>4.1 Business Intelligence Architecture: ETL (Extract, Transform, Load) processes for financial data; Data warehousing vs. Data Lakes.</p> <p>4.2 Advanced Visualization: Heatmaps for correlation matrices; Candlestick and OHLC charting; Interactive Waterfall charts for Financial Statement Analysis.</p> <p>4.3 Strategic Reporting: Real-time liquidity monitoring; Value-at-Risk (VaR) reporting; Ethics in data transparency and bias mitigation in AI.</p> <p>4.4 Leadership & Strategy: Designing "CFO Cockpits"; Translating predictive insights into Corporate Finance strategy; Narrative-driven data storytelling.</p>	15

Lab No.	Technical Implementation	Tools & Technologies
1	<p>Advanced Statement Analytics</p> <p>Automating Financial Accounting and peer analysis by scraping and parsing XBRL/JSON data from regulatory filings.</p>	<p>Python (Pandas, Beautiful Soup), MS Excel (Power Query)</p>
2	<p>Equity & Economic Forecasting</p> <p>Applying Lasso/Ridge Regression to filter significant</p>	<p>Python (Scikit-Learn, Statsmodels), R (glmnet)</p>

	Macroeconomic variables (GDP, CPI, Interest Rates) affecting equity returns.	
3	Fixed Income & Credit Lab Coding a Bond Pricing engine to calculate Duration , Convexity , and Credit Spreads for risk assessment.	Python (QuantLib, NumPy), Bloomberg Terminal (or Open BB)
4	Derivatives & Risk Simulation Building Monte Carlo models to price European/American options and visualizing the Volatility Smile and "Greeks."	Python (SciPy, Matplotlib), MS Excel (VBA/Solver)
5	Portfolio Intelligence Dashboard Creating an interactive report integrating Live APIs to track Portfolio Management metrics (Sharpe, Treynor, and Sortino ratios).	Power BI or Tableau , YFinance API
6	The FinTech Sandbox (Capstone) Prototype development for an Ethical AI recommendation engine for Corporate Finance (e.g., automated Dividend vs. Buyback analysis).	Python (Streamlit/Flask for UI), SQL (Database management)

Self-Learning Topics (Unit wise)

1	Study how psychological biases (overconfidence, loss aversion) impact M&A decisions and capital structure, moving beyond the "Rational Agent" model.
2	Explore the fundamentals of Q-Learning and Policy Gradients. Understand how agents learn optimal trading strategies through trial and error in simulated market environments.
3	Research the theoretical impact of Quantum Algorithms (like Grover's or Shor's) on portfolio optimization and the future of breaking/securing financial encryption.
4	Investigate how immersive 3D environments and AR can be used to visualize multi-dimensional risk surfaces and complex global supply chain financial flows.

Online links:

https://onlinecourses.nptel.ac.in/e-learning/preview/noc24_mg124
https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_cs95
https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_cs78
https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_cs81

Reference books

- Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance* (13th ed.). McGraw-Hill Education.
- Benninga, S. (2014). *Financial modeling* (4th ed.). MIT Press.
- McKinney, W. (2022). *Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter* (3rd ed.). O'Reilly Media.
- Kuhn, M., & Johnson, K. (2013). *Applied predictive modeling*. Springer.
- López de Prado, M. (2020). *Machine learning for asset managers*. Cambridge University Press.

- Grant, K. L. (2016). *Quantitative financial analytics: The path to investment profits*. Wiley Finance.
- Tsay, R. S. (2010). *Analysis of financial time series* (3rd ed.). Wiley.
- Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
- Sherman, R. (2014). *Business intelligence guidebook: From data integration to analytics* (2nd ed.). Morgan Kaufmann.
- Knaflic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. Wiley.
- Hull, J. C. (2018). *Options, futures, and other derivatives* (10th ed.). Pearson Education

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 No.	Particulars	Marks
Q. 1) A)	Question from Module 1	8
OR		
Q. 1) B)	Question from Module 1	8
Q. 1) C)	Question from Module 1	7
OR		
Q. 1) D)	Question from Module 1	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

Course Title: Data Visualization

Course Code: DSE

Credits: 4

Course Objectives:

- To develop a comprehensive understanding of data visualization concepts and their role in communicating business insights effectively.
- To familiarise students with principles of visual design, graphical representation, and storytelling using data.
- To build capability in creating charts, graphs, dashboards, infographics, and interactive visual reports for business analysis.
- To understand the application of visualization tools and software such as Tableau, Microsoft Power BI, and spreadsheet-based visualization techniques.
- To examine methods of presenting complex datasets using appropriate visualization formats for decision-making and reporting.
- To analyse data patterns, trends, relationships, and performance indicators through visual analytics and dashboard techniques.

- To prepare students for careers in business analytics, data reporting, dashboard development, digital analytics, and decision support systems.

Course Outcomes:

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

1. **Define and explain** key concepts, principles, and techniques of data visualization.
2. **Analyse** datasets and identify suitable visualization methods for different business scenarios.
3. **Apply** visualization tools and software to create charts, dashboards, and interactive reports.
4. **Evaluate** visual representations of data for clarity, accuracy, and decision-making effectiveness.
5. **Assess** business trends, patterns, and performance indicators using visual analytics techniques.
6. **Develop** effective data-driven visual stories and dashboards for organizational reporting and strategic communication.

Sr.No	Units/Modules	No. Of Lectures
1.	Introduction to Data Visualization 1.1 Definition and importance in business contexts 1.2 Evolution of data visualization techniques – Gestalt principles and their application in visualization – Cognitive aspects influencing perception of visual data – Categorical, numerical, temporal data and their visual representations – Visualization techniques based on data types – Use of color, layout, and typography	15
2	Data Preparation 2.1 Data cleaning and preprocessing techniques – Data formats and data type conversion – Handling missing data and outliers – Merging data sets – 2.2 Basic data reduction techniques – Sampling data from large data sets – Data quality assessment - Addressing biases and ethical concerns in data presentation – Ensuring transparency and accuracy in visualizations	15
3	Basic Visualization Techniques 3.1 Applications and variations in bar and column chart designs - Visualizing trends and patterns using line and area charts - Time series analysis and forecasting with line charts 3.2 Understanding proportions and compositions using pie and donut charts - Representing correlations and relationships with scatter plots – Adding dimensions using bubble charts – 3.3 Distribution analysis using histograms - Outlier detection and statistical summaries with box plots - Visualizing large datasets with heatmaps - Hierarchical data representation using tree maps – 3.4 Visualizing relationships and connections with network graphs - Process visualization and flow analysis with flow diagrams - Mapping data points and patterns on geographical maps - Applications in location-based analytics and insights – Waterfall charts, radar charts, and spider charts	15

4	<p>Data dashboards and storytelling</p> <p>4.1 Interactive vs Static Visualizations – Dashboard design – Implementing filters, parameters, and actions in dashboards</p> <p>4.2 Visual Storytelling Techniques – Elements of a compelling data story – Constructing and structuring narratives around data insights - Using visual elements to support the narrative flow - Animation to enhance understanding of data – Animations for interactive data exploration - Techniques for engaging and persuading stakeholders with data stories - Addressing questions and concerns through storytelling</p>	15
----------	--	-----------

Self-learning Topics:

Impact of Gestalt Principles in Modern Data Visualization
Data Cleaning and Preparation Techniques for Visualization
Comparative Analysis of Visualization Charts for Business Decision-Making
Designing Interactive Dashboards for Storytelling

Online Resource links:

https://www.coursera.org/specializations/data-visualisation-fundamentals-to-interactive-storytelling?
https://elearn.nptel.ac.in/shop/iit-workshops/ongoing/computer-science/data-to-dashboard-mastering-visual-storytelling-with-tableau-batch4

Reference Books

1. Mastering Microsoft Power BI - Second Edition: Expert techniques to create interactive insights for effective data analytics and business intelligence by Greg Deckler and Brett Powell
2. The Visual Display of Quantitative Information by Edward Tufte
3. Visual Data Storytelling with Tableau by Lindy Ryan (Text Book)
4. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaum Knaflic. (Text Book)

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 No.	Particulars	Marks
Q. 1) A)	Question from Module 1	8
OR		
Q. 1) B)	Question from Module 1	8
Q. 1) C)	Question from Module 1	7
OR		
Q. 1) D)	Question from Module 1	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

Course Title: Social Media and Web Analytics

Course Code: DSE

Credits: 4

Course Objectives:

1. To develop a comprehensive understanding of social media platforms, web analytics, and their role in digital business and marketing strategies.
2. To familiarise students with web analytics concepts, social media metrics, user engagement analysis, and digital performance measurement techniques.
3. To build capability in analysing website traffic, online consumer behaviour, and social media campaign effectiveness using analytical tools.
4. To understand the application of digital analytics tools such as Google Analytics, SEO tools, and social media insight dashboards for data-driven decision-making.
5. To examine key performance indicators (KPIs) including impressions, clicks, engagement rate, conversion rate, bounce rate, and ROI in digital campaigns.
6. To analyse trends, sentiment, audience behaviour, and content performance across social media and web platforms.
7. To prepare students for careers in digital marketing analytics, social media management, SEO/SEM analytics, content analytics, and web performance analysis.

Course Outcomes:

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

1. Define and explain key concepts, metrics, tools, and techniques related to social media and web analytics.
2. Analyse website traffic, audience behaviour, and social media engagement using analytical methods and dashboards.
3. Apply web analytics and social media tools to evaluate digital marketing campaigns and online performance.
4. Evaluate SEO performance, consumer trends, and content effectiveness using digital analytics techniques.
5. Assess digital campaign outcomes and online business performance through data-driven insights and KPI analysis.

6. Develop analytical reports, dashboards, and digital strategies for improving online visibility, engagement, and organizational performance.

Unit.	Content	No. of Lectures
I	<p>Foundations of Digital Analytics- An Introduction:</p> <p>1.1 The Ecosystem: Differences between Web, Mobile, and Social Analytics; the "Long Tail" theory (80/20 rule) in user behaviour.</p> <p>1.2 Business Landscape: Evolution from hits/pageviews to customer journey mapping; role of analytics in SMEs vs. Large Enterprises.</p> <p>1.3 Web Mechanics: Understanding site architecture, usability (UI/UX) basics, and the impact of customer sentiment on brand reputation.</p> <p>1.4 Strategic Alignment: Defining business goals, conversion funnels, and identifying "Macro" vs. "Micro" conversions.</p>	15
II	<p>Network Science & Data Collection</p> <p>2.1 Network Fundamentals: Social Graph theory; Nodes (users), Ties (relationships), and identifying "Alpha" influencers vs. hubs.</p> <p>2.2 Data Gathering Technology: First-party vs. Third-party data; working with Cookies, Tracking Pixels, and JavaScript Tags.</p> <p>2.3 API Integration: Introduction to Social APIs (Facebook, X/Twitter); pulling qualitative data from usability labs and feedback loops.</p> <p>2.4 KPI Framework: Measuring Reach (Total Audience), Engagement (Amplification & Conversation rates), and Bounce vs. Exit rates.</p>	15
III	<p>Analytical Methods & Intelligence</p> <p>3.1 Traffic & Keyword Analytics: Tracking Organic vs. Paid traffic; Referral site analysis; Keyword/Key Phrase optimization and Competitive Intelligence.</p> <p>3.2 Sentiment Analysis: Preprocessing text data (Tokenization, Lemmatization); using NLP to gauge public emotion (Positive, Negative, Neutral).</p> <p>3.3 Action Analytics: Analyzing clickstream data, heatmaps (click, scroll, and move), and download behavior.</p> <p>3.4 Hyperlink Analytics: Mapping social connections and analyzing the authority of inbound/outbound links.</p>	15
IV	<p>Strategic Implementation & AI</p>	15

4.1 Platform Deep-Dive: Native analytics mastery (Meta Business Suite, LinkedIn Page Analytics, X/Twitter Analytics, YouTube Studio).

4.2 Tool Implementation: GA4 setup (Data streams, event tracking); building custom dashboards in Looker Studio or Tableau.

4.3 Emerging Trends: AI-driven audience segmentation; Predictive analytics for churn reduction; "Mashing up" disparate data sources for 360-degree views.

4.4 Content Strategy: Measuring ROI of content marketing and calculating Social Media Return on Investment (SMROI).

Lab & Practical Exercises

- **Lab 1: Google Analytics 4 (GA4) Mastery**

- Creating a Property and Data Stream.
- Implementing Enhanced Measurement (tracking scrolls, outbound clicks, and site search).
- Setting up "Events" and "Conversions" without code using GA4 interface.

- **Lab 2: Sentiment Analysis with Python (NLTK)**

- Using the NLTK or TextBlob library to clean social media comments.
- Running a polarity script to determine if a brand's recent mentions are trending positively.

- **Lab 3: Competitive SEO & Web Audit**

- Using tools like SEMrush or Ubersuggest to identify a competitor's top-performing keywords.
- Analyzing "Referral Traffic" to see which external sites are driving the most value.

- **Lab 4: Visualizing the Social Graph**

Using open-source tools (like Gephi) to map out "Nodes" and "Ties" within a small network to find the most influential members.

Self-Learning topics (Unit wise):

Unit	Topic
I	Case studies on how Large Enterprises vs. SMEs map customer journeys differently.
II	The ethical implications of third-party data collection and the evolution of global privacy laws regarding tracking pixels
III	Exploring advanced NLP techniques beyond basic tokenization, such as lemmatization for non-English languages.
IV	Comparative analysis of native analytics dashboards across emerging platforms like TikTok or Threads vs. established ones like YouTube Studio.

Online Resources

https://nashnw.myqnapcloud.com:8083/download/43/pdf/43.pdf
https://guides.emich.edu/c.php?g=188157&p=1242574#:~:text=One%20of%20the%20most%20respected,results%20and%20determine%20ROI%20Filled
https://www.researchgate.net/publication/326435728_Predictive_Analytics_A_Review_of_Trends_and_Techniques
https://www.researchgate.net/publication/275909611_Marshall_Sponder_-_Social_Media_Analytics
https://onlinecourses.nptel.ac.in/noc26_mg03/preview
https://www.youtube.com/watch?v=mE1UQe29HBE

References

- Avinash Kaushik, Web Analytics 2.0: Focuses on the "Trinity" (Behavior, Outcomes, Experience).
- Dr. Anurag Dugar, Dr. Mani Shreshtha, Marketing Metrics First Step Towards Marketing Analytics
- Marshall Sponder, Social Media Analytics: Focuses on the "Big Data" side of social platforms.
- Eric Siegel, Predictive Analytics: Focuses on the Unit IV AI and future trends.

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 %

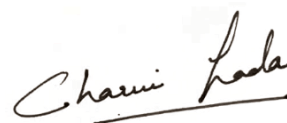
60 Marks

Semester End Evaluation Paper Pattern		60 Marks
Question No.	Particulars	Marks
Q. 1) A)	Question from Module 1	8
OR		
Q. 1) B)	Question from Module 1	8
Q. 1) C)	Question from Module 1	7
OR		

Q. 1) D)	Question from Module 1	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



Dr. Ritika Pathak
Chairperson



Ms. Charvi Gada
Co - Chairperson

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

2025-26



**Guidelines for Field Project and Community Engagement
Project**

Third Year

Sem VI

for

Academic year

2026-27

The students of Undergraduate Courses will have project work in sixth semester. The main objective of inclusion of project work is to inculcate the element of field work challenging the potential of learner as regards to his/her eagerness to enquire and ability to interpret particular aspect of the study in his/ her own words. It is expected that the guiding teacher should undertake the counselling sessions with their students and make them aware about the methodology of formulation, preparation and evaluation pattern of the project work.

The students can choose **Any One** option for preparation of their project work.

- **Field Project:** Project work based on topics as suggested and approved by their teacher guide with proper research methodology in the study area. The research study can be done through primary data method only on the field.
- **Community Engagement Project.** Volunteer Work at an organization/NGO.

Field Project Guidelines

General Guidelines

- The project topic has to be undertaken in area of Major Course or Specialization
- Each learner has to undertake a Project under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
 - Specify the **location, duration, and target population/site**.
 - Clearly mention the **methods of data collection** (e.g., surveys, interviews, observations, sampling, measurements).
 - Work in groups where required.
 - Record data **accurately and systematically**.
 - Maintain a **field diary/logbook** with dates, observations, and reflections
- The learner has to consult and get approval on the sample size from the guide which will depend on topic and group size.
- Individual report to be submitted by each learner for field research conducted.

Chapterization Scheme

- Chapter No. 1: Introduction and Conceptual framework

In this chapter students have to provide the summary of the research comprising of selection & relevance of the problem, significance of the study, scope of the study, Limitation of the study, objectives, and hypothesis of the study. In this chapter, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

- Chapter No. 2: Literature Review

This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.

- Chapter No. 3: Research Methodology

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

etc can be incorporated by the learner

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

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

- Chapter No. 5: Findings Suggestions and Conclusion

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

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

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

You are required to refer this link for understand APA style of referencing

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

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

List of appendices if any

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

- The project report shall be prepared as per the broad guidelines given below:
 - **Font type: Times New Roman**
 - **Font size: 12-For content, 14-for Title**
 - **Line Space : 1.5-for content and 1-for in table work**
 - **Paper Size: A4**
 - **Margin : in Left-1.5, Up-Down-Right-1**
 - **The Project Report shall be bounded.**
 - **The project report should be 80 to 100 pages**

Evaluation Criteria:

- Clarity of objectives
- Appropriateness of methodology
- Quality of data collected
- Depth of analysis
- Ethical compliance
- Presentation and documentation

Format

1st page (Main Page)

Title of the problem of the Project

A Project Submitted to
HSNC University, Mumbai for completion of the degree of

Third year

Bachelor in Management Studies

Under the Faculty of Management

By

Name of the Learner
Roll No:

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

Table of Contents

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

Log Book

Sr No	Date of Visit	No of hrs spent for field work	Activities done	Signature of the Guide
1	25/12/2025	2 hrs	Articles collection for Review of literature	
2	26/12/25	2hrs	Field visit	
3	28/12/25	3 hrs	Data analysis	
	Total	120		

Signature of the Guide

Declaration by Learner

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

here by, declare that the work embodied in this project work titled “
_____ Title of the Project _____”;

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

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

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

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

Name and Signature of the learner

Certified by

Name and Signature of the Guiding Teacher

Name and Address of the college

Certificate

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

Seal of the College

Signature of Examiner

Date of Submission:

Acknowledgment

(Model structure of the acknowledgement)

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

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

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

I would like to thank my **Principal**, _____ for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Coordinator** _____, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide _____ whose guidance and care made the project successful.

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

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

PREFACE

It is the summary of your Research work undertaken by the learner on the topics under study. The learner has to introduced the topic, significant and methodology undertaken to complete the research work.

Name of the Learner

List of Tables

Sr No	Particulars	Page Nos

List of Figures

Sr No	Particulars		Page nos

**Community Engagement
Project Guidelines**

COMMUNITY ENGAGEMENT PROJECT

Semester VI

Hours	Pages	Marks
60	50	100

Project Objectives:

- To apply theoretical concepts to real world issues
- To enable students to become socially productive
- To develop problem-solving, critical thinking, and teamwork skills
- To enhance communication, documentation, and presentation skills

Project guidelines

- The Community Engagement Project is applicable for the Sem VI students of T.Y.B.Com.
- Project assignments are as per the NEP structure and HSNC University guidelines.
- The project is for 100 marks.
- Projects should be completed and submitted individually.
- Work should be community-oriented

Project Requirements:

1. Student will engage in **minimum 60 hours** of voluntary work with a registered NGO/ rehabilitation centre/Charitable Organization/ Trust / Society, registered company under section 8 of the Companies Act
2. Students must first identify the area and community they wish to work with and address a specific issue or need in the community, such as the following (though not restricted to):
 - Environmental conservation
 - Literacy programmes
 - Social welfare
 - Economic development
 - Protection of culture and heritage
3. The organization/ trust/ NGO etc. must be capable of issuing a certificate/letter on letterhead confirming completion of 60 hours of work, and the same must be applicable.
4. A prior approval from guiding faculty is mandatory.
5. Experience Certificate is Mandatory. A template is provided.

6. Individual report should be submitted by each learner for volunteer work conducted.
7. A minimum **50 Pages project report** must include the following aspects:
 - **Executive Summary:** A bird's eye view of your entire presentation has to be precisely offered under this category.
 - **Introduction on the Organization/NGO:** A Concise representation of the organization defining its scope, services and its SWOT analysis.
 - **Statement and Objectives:** The mission and vision of the NGO/organization need to be stated enshrining its broad strategies and objectives.
 - **Your Role in the Organization during the Voluntary work time span:** The key aspects handled, the department under which you were deployed, daily report of field work and brief summary report duly acknowledged by the reporting head.
 - Overview of field work
 1. The challenges confronted while churning out theoretical knowledge into practical world.
 2. Learnings from the work done
 3. Impact of your work on the society at large.
 - **Conclusion** A brief overview of your experience and critical insight into social work and community service
8. There will be a **viva voce** at the time of submission of report.
9. The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
 - The Project Report shall be spiral binded copy

Evaluation Criteria:

- Clarity of objectives
- Appropriateness of methodology
- Presentation of report and documentations of Volunteer work in the organisation / NGO

Further instructions

- Students must join the respective WhatsApp group allotted to them without fail.
- Students are required to coordinate regularly with their assigned guide and strictly adhere to all instructions provided by the guide.

CERTIFICATE OF COMMUNITY ENGAGEMENT

This is to certify that Ms./Mr. _____, is a student of _____ College has successfully completed the Community Engagement Project under the National Education Policy (NEP) 2020 with our organization _____.

The student worked with us from ____ to ____ and actively participated in the following activities: _____.

During this period, the student demonstrated sincerity, discipline, and a sense of social responsibility. The performance of the student was found to be satisfactory.

We wish the student success in future endeavors.

Name of NGO: _____

Name & Signature of Authorized Person Designation:

Seal of the NGO

Date: Place:

The above syllabus and guidelines have been reviewed, approved, and duly passed by all members of the Board of Studies (BOS).

A rectangular box containing a handwritten signature in blue ink that reads "Ritika Pathak".

Dr. Ritika Pathak
Chairperson

A handwritten signature in black ink that reads "Charvi Gada".

Ms. Charvi Gada
Co - Chairperson