

University of Mumbai

वेबसाईट - mu.ac.in

ईमेल - आयडी - dr.aams@fort.mu.ac.in
aams3@mu.ac.in



विद्याविषयक प्राधिकरणे
सभा आणि सेवा विभाग(ए.ए.एम.एस)
कम नं. १२८ एम.जी.रोड, फोर्ट,
मुंबई - ४०० ०३२
टेलिफोन नं - ०२२ - ६८३२००३३

(नॅक पुनर्मूल्यांकनाद्वारे ३.६५ (सी.जी.पी.ए.) सह अ++ श्रेणी
विद्यापीठ अनुदान आयोगाद्वारे श्रेणी १ विद्यापीठ दर्जा)

क.वि.प्रा.स.से./आयसीडी/२०२५-२६/३७

दिनांक : २७ मे, २०२५

परिपत्रक:-

सर्व प्राचार्य/संचालक, संलग्नित महाविद्यालये/संस्था, विद्यापीठ शैक्षणिक विभागांचे संचालक/ विभाग प्रमुख यांना कळविण्यात येते की, राष्ट्रीय शैक्षणिक धोरण २०२० च्या अमलबजावणीच्या अनुषंगाने शैक्षणिक वर्ष २०२५-२६ पासून पदवी व पदव्युत्तर अभ्यासक्रम विद्यापरिषदेच्या दिनांक २८ मार्च २०२५ व २० मे, २०२५ च्या बैठकीमध्ये मंजूर झालेले सर्व अभ्यासक्रम मुंबई विद्यापीठाच्या www.mu.ac.in या संकेत स्थळावर NEP २०२० या टॅब वर उपलब्ध करण्यात आलेले आहेत.

मुंबई - ४०० ०३२
२७ मे, २०२५


(डॉ. प्रसाद कारडे)
कुलसचिव

क.वि.प्रा.स.से.वि/आयसीडी/२०२५-२६/३७ दिनांक : २७ मे, २०२५
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3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
4	The Deputy Registrar, Appointment Unit, Vidyanagari dr.appointment@exam.mu.ac.in
5	The Deputy Registrar, CAP Unit, Vidyanagari cap.exam@mu.ac.in
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9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
11	The Deputy Registrar, College Teachers Approval Unit (CTA), concolsection@gmail.com
12	The Deputy Registrars, Finance & Accounts Section, fort draccounts@fort.mu.ac.in
13	The Deputy Registrar, Election Section, Fort drelection@election.mu.ac.in
14	The Assistant Registrar, Administrative Sub-Campus Thane, thanesubcampus@mu.ac.in
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, ar.seask@mu.ac.in
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, ratnagirisubcentar@gmail.com
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

Copy for information :-	
1	P.A to Hon'ble Vice-Chancellor, vice-chancellor@mu.ac.in
2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

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	Faculty of Science & Technology Offg. Dean 1. Prof. Shivram Garje ssgarje@chem.mu.ac.in Offg. Associate Dean 2. Dr. Madhav R. Rajwade Madhavr64@gmail.com 3. Prin. Deven Shah sir.deven@gmail.com
	Faculty of Inter-Disciplinary Studies, Offg. Dean 1. Dr. Anil K. Singh aksingh@trcl.org.in Offg. Associate Dean 2. Prin. Chadrashekhhar Ashok Chakradeo cachakradeo@gmail.com 3. Dr. Kunal Ingle drkunalingle@gmail.com
3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, dboee@exam.mu.ac.in
5	The Director, Board of Students Development, dsd@mu.ac.in DSW directr@dsd.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

As Per NEP 2020

University of Mumbai



Syllabus Major Vertical – 1 & 4		
Name of the Programme – Bachelor of Management Studies (BMS)		
Faculty of Commerce & Management		
Board of Studies in Bachelor of Management Studies		
U.G. Third Year Programme	Exit Degree	U.G. Degree in Bachelor of Management Studies (BMS)
Semester	V & VI	
For the Academic Year	2025-26	

University of Mumbai



(As per NEP 2020)

Sr. No.	Heading	Particulars
1	Title of program O: _____	Bachelor of Management Studies (BMS)
2	Exit Degree	U.G. Degree in Bachelor of Management Studies (BMS)
3	Scheme of Examination R: _____	NEP 50% Internal 50% External, Semester End Examination Individual Passing in Internal and External Examination
4	Standards of Passing R: _____	40%
5	Credit Structure R: CU-560E R: CU-560F	Attached herewith
6	Semesters	Sem. V & VI
7	Program Academic Level	5.5
8	Pattern	Semester
9	Status	New
10	For Academic Year	2025-26

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Chairman
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Fulmali
Board of Studies
in BMS

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Faculty of Commerce
& Management

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Bambardekar
Faculty of
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Management

Under Graduate Diploma in Bachelor of Management Studies (BMS)
Credit Structure (Sem. III & IV)

R_____E										
Level	Se me ster	Major		Mino r	OE (Open Electiv es)	Vocation al Course(V SC), Skill Enhance ment Course(V SEC	Ability Enhancem ent Course (AEC), Value Education Course (VEC), Indian Knowle dge System (IKS)	OJT (On Job Training, FP (Fundamental Principle),CEP (Community Engagement and service, CC(Co Curricular Course, RP ()	Cu m.C r./Se m.	Degree/ Cum.C r.
		Mandatory	Electives							
5.5	V	8(2*4)- 10(2*4+2)	4	4-6		VSC:2-4		FP/CE P:2	20-22	UG Degree 12 0-132
		Logistics and Supply Chain Managemen t (4)	Talent and Competenc y Manageme nt (4)							
		Corporate Communicatio n and PR (4)	Or Investment Analysis and Portfolio Managemen t (4)							
		Environmental Management (2)	Or Product and Brand management (4)							

R_____F

	VI	8(2*4)- 10(2*4+2)	4	4		-	-	OJT:4	20-22	UG Degree 12 0-132
		Entrep reneurs hip Manag ement (4)	Employee Compensatio n and Benefits (4)							
		Operations Research (4)	or Financial Markets and Institution (4)							
		Service Sector Management (2)	or Retail management (4)							
	Cum Cr.	36-48	8	18-20	12	8-10 +6	8+4+2	8+6+4	120- 132	

Exit option: Award of UG Degree in Major with 120-132 credits OR Continue with Major and Minor

[Abbreviation - OE – Open Electives, VSC – Vocation Skill Course, SEC – Skill Enhancement Course, (VSEC), AEC – Ability Enhancement Course, VEC – Value Education Course, IKS – Indian Knowledge System, OJT – on Job Training, FP – Field Project, CEP – Continuing Education Program, CC – Co-Curricular, RP – Research Project]

Semester V & VI Courses as per Approved Structure

For Semester I, II, III and IV all course papers had College / Institute level assessment both for Internal Assessment and External Assessment components. While for the Semester V & VI, all courses will have University level Assessment for the External Component (50% Marks assigned for the course paper). The Internal Assessment (50% Marks assigned for course) will continue to be conducted at Institute/ College level

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
1	Major (Mandatory)				
1(A)	Logistics and Supply Chain Management	04	1(A)	Entrepreneurship Management	04
1(B)	Corporate Communication and PR	04	1(B)	Operations Research	04
1 (C)	Environmental Management	02	1 (C)	Service Sector Management	02
2	Major Elective Courses for Semester V and VI (Any One group from A, B or C)				
2(A)	Elective Course Group A: Finance Elective		2(A)	Elective Course A: Finance Electives	
2(A)	Investment Analysis and Portfolio Management	04	2(A) i	Financial Markets and Institution	04
2(B)	Elective Course Group B: Human Resources Elective		2(B)	Elective Course B: Human Resources Electives	
2(B)	Talent and Competency Management	04	2(B) i	Employee Compensation and Benefits	04
2(C)	Elective Course Group C: Marketing Electives		2(C)	Elective Course C: Marketing Electives	
2(C)	Product and Brand Management	04	2(C) i	Retail Management	04
3	*List of Minor Courses for Semester V and VI (Any One group from A, B or C)				
3(A)	Minor A: Finance Electives		3(A)	Minor A: Finance Electives	
3(A.1)	Commodity and Derivatives	02	3(A) i	International Finance	02
3(A.2)	Innovative Financial Services	02	3(A) ii	Wealth Management	02
3(B)	Minor B: Human Resources Electives		3(B)	Minor B: Human Resources Electives	
3(B.1)	Strategic HRM	02	3(B) i	Industrial Relations	02

3(B.2)	OD and Change management	02	3(B) ii	Workforce Diversity and Inclusion	02
3(C)	Minor C: Marketing Electives		3(C)	Minor C: Marketing Electives	
3(C) i	Integrated Marketing Communication and Advertising	02	3(C) i	Marketing of NPO	02
3(C) ii	CRM	02	3(C) ii	Service Marketing	02
4	Vocational Skill Course (VSC)				
4 (A)	Digital and Cyber Security	02	4 (A)	–	–
5	Co-curricular				
5 (A) i	Field Project in Major/ Minor with Primary data Collection by Students	02	5 (A) i	OJT	04

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Semester V

1: Major (Mandatory)

1 (A) - *Logistics and Supply Chain Management*

(Major/ Mandatory Course - 4 Credits)

Course Outcomes:

CO1: Students should be able to define and explain the fundamental concepts and components of logistics and supply chain management, including logistics functions, customer service, and demand forecasting.

CO2: Students should be able to analyze the key elements of the logistics mix, including transportation, warehousing, materials handling, and packaging, and evaluate their role in an efficient supply chain.

CO3: Students should be able to apply inventory management techniques, logistics costing methods, and performance measurement tools to optimize logistical operations and decision-making.

CO4: Students should be able to assess the impact of recent trends and technological advancements in logistics and supply chain management, including IT systems, modern infrastructure, outsourcing practices, and global logistics challenges.

Course Outline:

Unit 1: Overview of Logistics and Supply Chain Management (15 Hours)

a) Introduction to Logistics Management

- Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics
- Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment

b) Introduction to Supply Chain Management

- Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration

c) Customer Service: Key Element of Logistics

- Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers
- d) Demand Forecasting
- Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)

Unit 2: Elements of Logistics Mix (15 Hours)

a) Transportation

- Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways,

Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation

b) Warehousing

- Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing

c) Materials Handling

- Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments

d) Packaging

- Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs

Unit 3: Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis (15 Hours)

a) Inventory Management

- Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)

b) Logistics Costing

- Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing

c) Performance Measurement in Supply Chain

- Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System

d) Logistical Network Analysis

- Meaning, Objectives, Importance, Scope, RORO/LASH

Unit 4: Recent Trends in Logistics and Supply Chain Management (15 Hours)

a) Information Technology in Logistics

- Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure

b) Modern Logistics Infrastructure

- Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains

c) Logistics Outsourcing

- Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition

d) Logistics in the Global Environment

- Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management

Reference Books:

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

1 (B) - Corporate Communication and PR

(Major/ Mandatory Course - 4 Credits)

Course Outcomes:

CO1: Students should be able to define and explain the fundamental concepts of corporate communication, including corporate identity, image, reputation, and ethical considerations in communication.

CO2: Students should be able to analyze the role and significance of public relations in business, understand its growth, and evaluate various factors influencing public relations in the domestic and international context.

CO3: Students should be able to apply effective media relations, employee communication strategies, crisis communication techniques, and financial communication practices to address organizational challenges.

CO4: Students should be able to assess the impact of emerging technologies on corporate communication, including e-media relations, internal digital communication, and corporate blogging for brand management.

CO5: Students should be able to critically evaluate and apply relevant theories of public relations, such as Systems Theory, Situational Theory, Social Exchange Theory, and Diffusion Theory, to real-world scenarios.

Course Outline:

Unit 1: Foundation of Corporate Communication (15 Hours)

a) Corporate Communication: Scope and Relevance

- Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario

b) Keys concept in Corporate Communication

- Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation

c) Ethics and Law in Corporate Communication

- Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI

Unit 2: Understanding Public Relations (15 Hours)

a) Fundamental of Public Relations:

- Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business

b) Emergence of Public Relations:

- Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations

c) Public Relations Environment:

- Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues

d) Theories used in Public Relations:

- Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory

Unit 3: Functions of Corporate Communication and Public Relations (15 Hours)

a) Media Relations:

- Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations

b) Employee Communication:

- Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications

c) Crisis Communication:

- Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building

d) Financial Communication:

- Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising

Unit 4: Emerging Technology in Corporate Communication and Public Relations (15 Hours)

a) Contribution of Technology to Corporate Communication

- Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS)

b) Information Technology in Corporate Communication

- Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation

c) Corporate Blogging

- Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog

Reference Books:

1. Richard R. Dolphin, The Fundamentals of Corporate Communication

2. Joep Cornelissen, Corporate Communications: Theory and Practice
3. James L.Horton, Integrating Corporate Communication: The Cost Effective Use of Message & Medium
4. Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
5. Rosella Gambetti, Stephen Quigley, Managing Corporate Communication
6. Joseph Fernandez, Corporate Communications: A 21st Century Primer
7. C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication
8. Jaishri Jethwaney, Corporate Communication: Principles and Practice

1(C) - Environmental Management

(Major/ Mandatory Course - 2 Credits)

Course Outcomes:

CO1: Students should be able to define and explain the fundamental concepts of the environment, including its components, biogeochemical cycles, ecosystems, and the classification of natural resources.

CO2: Students should be able to analyze the causes and effects of environmental degradation, including land, forest, and agricultural degradation, and propose sustainable solutions.

CO3: Students should be able to evaluate various types of pollution, their sources, and their impact on the environment, while suggesting appropriate preventive and remedial measures.

CO4: Students should be able to understand and apply concepts of global environmental challenges, disaster management, and waste management, demonstrating responsible environmental practices.

Course Outline:

Unit I: Environmental Concepts (15 Hours)

- Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere
- Biogeochemical cycles - Concept and water cycle
- Ecosystem & Ecology; Food chain, food web & Energy flow pyramid
- Resources: Meaning, classification(Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner

Unit II: Environment degradation

- Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies
- Pollution – meaning, types, causes and remedies (land, air, water and others)
- Global warming: meaning, causes and effects. Carbon footprint and carbon Sink
- Disaster Management: meaning, disaster management cycle.
- Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste)

Reference Books:

1. Environment Management , N.K. Uberoi , Excel Books, Delhi
2. Environmental Management - Text & Cases, Bala Krishnamoorthy, Prentice Hall of India
3. Environmental Management- National and global Perspectives, Swapan C. Deb , JAICO
4. Environmental Management , Dr.Anand S. Bal , Himalaya Publishing House
5. Environmental Priorities in India , Khoshoo , Environmental Society (N.Delhi)

2: Elective Course (4 Credits)

2.A. Finance Electives

2(A): Investment Analysis and Portfolio Management (Elective 2)

Course Outcomes:

CO1: Students should be able to define and explain the concepts of investment, distinguish between investment, speculation, and gambling, and identify various investment avenues and factors influencing investment decisions.

CO2: Students should be able to analyze and measure different types of risks, including systematic and unsystematic risks, using tools like Beta, Standard Deviation, and Variance, and apply diversification strategies for risk reduction.

CO3: Students should be able to evaluate investment opportunities using portfolio management techniques, perform fundamental and technical analysis using charts and indicators, and make informed investment decisions.

CO4: Students should be able to apply financial theories like Dow Jones Theory, Elliott Wave Theory, and Efficient Market Theory, and assess portfolio performance using performance evaluation measures such as Sharpe's Ratio, Treynor's Ratio, and Jensen's Differential Returns.

Course Outline:

Unit I: Introduction to Investment Environment and Risk - Return Relationship (15 Hours)

- a) 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
- Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.

Unit II: Risk - Return Relationship (15 Hours)

- Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta.

Unit III: Portfolio Management and Security Analysis (15 Hours)

- Portfolio Management: - Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.
- 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 Chart, Mathematical Indicators: Moving Averages, Oscillators

Unit IV : Risk - Return Relationship (15 Hours)

- Theories: • Dow Jones Theory, Elliott Wave Theory, Efficient Market Theory
- Capital Asset Pricing Model: • Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line
- Portfolio Performance Measurement: • Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)

Reference Books:

1. Kevin. S, Security Analysis and Portfolio Management
2. Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management
3. Prasanna Chandra, Security Analysis & Portfolio Management
4. Sudhindhra Bhatt, Security Analysis and Portfolio Management.

2 B - Human Resources

2 (B): Talent and Competency Management (4 Credits)

Course Outcomes:

CO1: To understand key Talent management & competency management concepts

CO2: To understand the concept and importance of competency mapping

CO3: To understand the role of Talent management and competency management in building sustainable competitive advantage to an organization

CO4: To know the ethical and legal obligations associated with talent management

Course Outline:

Unit I: Introduction to Talent Management

- Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management
- Benefits and Limitations of Talent Management
- Principles of Talent Management
- Source of Talent Management
- Talent Gap – Meaning, Strategies to Fill Gaps
- The Talent Value Chain
- Role of HR in Talent Management
- Role of Talent Management in building Sustainable Competitive Advantage to an Organization

Unit II: Talent Management System

- Talent Management System – Meaning, Key Elements of Talent Management System
- Critical Success Factors to Create Talent Management System
- Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System
- Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process
- Approaches to Talent Management

- Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies
- Talent Management and Succession Planning

Unit III: Contemporary Issues and Current Trends in Talent Management

- Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy
- Contemporary Talent Management Issues, Talent Management Challenges
- Current Trends in Talent Management
- Best Practices of Talent Management
- Ethical and Legal Obligations Associated with Talent Management
- Talent Management in India

Unit IV: Talent Management System

- Concept of Competency and Competence, Competence v/s Competency
- Types of Competencies, Benefits and Limitations of implementing competencies
- Iceberg Model of Competency
- Competency Management – Meaning, Features and Objectives
- Benefits and Challenges of Competency Management
- Competency Development – Meaning, Process
- Competency Mapping - Meaning, Features, Need and importance of competency mapping
- Methods of Competency Mapping, Steps in Competency Mappingg

Reference Books:

1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th
3. Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi
4. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill

5. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New
6. Delhi, 13th edition.
7. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
8. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities,
9. Atlantic Publication
10. Seema Sanghi: The Handbook of Competency Mapping: Understanding, Designing and Implementing
11. Competency Models in Organizations, Sage Publishing

2 C - Marketing

2 (C) : Product and Brand Management (4 Credits)

Course Outcome:

CO1: Students should be able to define and explain the key concepts of product management, including new product development, innovation strategies, process management, and diffusion of innovations.

CO2: Students should be able to apply structured methods for concept generation, selection, and testing, and make informed decisions in the product development process by setting product specifications and conducting product tests.

CO3: Students should be able to analyze and evaluate brand management concepts, including brand equity, brand positioning, and brand-building strategies using the Customer-Based Brand Equity (CBBE) model.

CO4: Students should be able to assess brand performance using qualitative and quantitative research techniques, including the Brand Value Chain, Young and Rubicam's Brand Asset Valuator, and other brand equity measurement tools.

CO5: Students should be able to develop effective brand management strategies over time, including brand extensions, revitalization, and leveraging secondary brand associations to build and sustain brand equity in a competitive global market.

Course Outline:

Unit 1: Introduction to product management

- Introduction to product management, Types of new products; Technology strategy for product innovation; New product development process; Packaging innovations; Positioning innovations; New product failures; Cases of Innovating companies.
- Process Innovations Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business process reengineering; Benchmarking.
- Innovations Diffusion Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations.
- Product Strategy: Perceived Quality and Relationship Marketing
- Pricing Strategy: Setting Prices to Build Brand Equity
- Channel Strategy: Direct, Indirect Channels

Unit 2: New Product Development :

- New Product Development and Product specifications Concept of new product

development, specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications.

- Concept Generation, Selection and Testing 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.
- Product testing Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test.

Unit 3: **Brand management** :

- Introduction to Brand Management: • Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis
- Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events. 3

Unit 4: **Measuring and Interpreting Brand Performance** :

- The Brand Value Chain
- 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
- Young and Rubicam's Brand Asset Valuator
- Measuring Outcomes of Brand Equity • Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis, Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology
- Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity c) Managing Brands over Time: Reinforcing Brands, Revitalising Brands d) Building Global Customer Based Brand Equity

Reference Books:

- Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity 2.
- Keller Kevin Lane, Strategic Brand Management-2008
- Elliot, Richard, Strategic Brand Management-2008
- Kapferer, Jean-Noel, Strategic Brand Management-2000
- Kishen, Ram, Strategic Brand Management- 2013
- Keller Kevin Lane, Strategic Brand Management 4e-2015
- Karl Ulrich, Product design and Development, McGraw hill, 4 Edition.
- Michael Baker and Susan Hart, Product strategy and Management, Pearson Education, 2nd

Edition

- Jacob Goldenberg and David Mazursky, Creativity in product innovation, Cambridge University Press, 2002

3: Minor Course (2+2 Credits)

3 A - Finance

3 (A.1) - 1. Commodity and Derivatives

Course Outcomes:

CO1: Students should be able to define and explain the fundamental concepts of commodities and derivatives markets, including their history, structure, participants, and the role of commodity exchanges in India and abroad.

CO2: Students should be able to analyze the characteristics and differences between various types of derivative instruments such as forwards, futures, and options, and evaluate their applications in trading and investment.

CO3: Students should be able to apply the concepts of futures pricing using models like the Cost of Carry Model, assess basis risk, and understand the relationship between futures prices and expected spot prices.

CO4: Students should be able to evaluate and apply various options trading strategies, including covered calls, covered puts, collars, straddles, and strangles, using payoff charts and diagrams to make informed investment decisions.

Course Outline:

Unit 1: Introduction to Commodities Market and Derivatives Market

- Introduction to Commodities 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
- 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, Difference between Forwards & Futures

Unit 2: Futures and Hedging

- 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
- Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies such as Covered Call, Covered Put, Collar, Long

Straddle, Short Straddle and Long Strangle and Short Strangle

Reference Books:

1. John C. Hull & Basu -Futures, options & other derivatives
2. Robert McDonald, Derivatives market, Pearson education
3. John Hull, Fundamentals of futures & options
4. Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house
5. K.Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
6. Niti Chatnani, Commodity markets, McGraw Hill Publication
7. S.Kevin, Commodities & financial derivatives, PHI learning Pvt ltd 8. Suni K Parmeswaran, Futures & options, McGraw Hill

3 (A.2) - 2. Innovative Financial Services

Course Outcomes:

CO1: Students should be able to define and explain the concepts, objectives, functions, and characteristics of financial services, as well as analyze the regulatory framework governing financial service providers in India.

CO2: Students should be able to compare and evaluate various financial services such as factoring, forfaiting, and bill discounting, understanding their operational mechanisms, advantages, disadvantages, and applications in receivable management.

CO3: Students should be able to analyze the concepts of lease financing and hire purchase, compare their characteristics, and evaluate their advantages, disadvantages, and legal aspects in the Indian financial landscape.

CO4: Students should be able to understand the structure and functioning of the housing finance industry, assess the role of regulatory bodies like the National Housing Bank (NHB), and examine the venture capital ecosystem, including financing stages and disinvestment mechanisms in India.

Course Outline:

Unit 1: Introduction to Traditional Financial Services

- Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework
- Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.
- New innovative financial services such as UPI, IMPS, Digital Wallets, CBDC (Central Bank Digital Currency, and AePS (Aadhar Enabled Payment System)
- Introduction to Green Finance products

Unit 2: Financial Services and its Mechanism

- Lease and Hire-Purchase: Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. • Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.
- Housing Finance: Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Fair Trade Practice Code for HFC's
- Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages,, Venture Capital Investment process, Disinvestment mechanisms, Indian Scenario

- Introduction to Assets reconstruction companies need, structure and discussion on few leading assets reconstruction companies

Reference Books:

1. IM Pandey, Financial Management, Vikas Publishing House Ltd.
2. Khan M.Y., Financial Services, Mc Graw Hill Education.
3. Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints.
4. Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House

3 B - Human Resources

3 (B.1) - 1. Strategic HRM

Course Outcomes:

CO1: Students should be able to define and explain the concept, features, and objectives of Strategic Human Resource Management (SHRM) and differentiate it from traditional HRM by evaluating various SHRM models and their applications.

CO2: Students should be able to analyze the impact of the HR environment on organizations, identify HR challenges, and establish the link between SHRM practices and business performance.

CO3: Students should be able to develop and apply HR strategies that align with organizational goals, including resourcing strategies, strategic human resource planning, recruitment, selection, and development processes.

CO4: Students should be able to assess and design strategic compensation and reward systems, employee relations strategies, and retention plans to enhance employee work performance and achieve competitive advantage.

Course Outline:

Unit 1: SHRM - An Overview

- Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model
- HR Environment –Environmental trends and HR Challenges
- Linking SHRM and Business Performance

Unit 2: HR Strategies

- Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance

Reference Books:

1. Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
2. Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
3. Strategic Human Resource Management, Tanuja Agarwal
4. Strategic Human Resource Management, Jeffrey A. Mello
5. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003

6. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003
7. Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008

3 (B.2) - 2. OD and Change management

Course Outcomes:

CO1: Students should be able to define and explain the concepts, principles, and importance of Organizational Development (OD) while analyzing its relevance for managers and the role of OD practitioners in a global context.

CO2: Students should be able to evaluate the organizational diagnosis process by understanding its need, phases, and techniques, and apply appropriate tools to identify organizational challenges and opportunities.

CO3: Students should be able to analyze and manage organizational change, renewal, and re-energizing processes, including the role of change agents and the application of Business Process Reengineering (BPR) for organizational growth.

CO4: Students should be able to assess, apply, and evaluate various OD interventions, both traditional and modern, to address organizational issues, facilitate team building, and enhance leadership and employee development.

Course Outline:

Unit 1: Organisational Development – An Overview

a) Organisational Development – An Overview:

- Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance
- Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD
- OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner
- Emerging Trends in OD
- OD in Global Setting

Unit 2: Organisational Diagnosis, Renewal, Change and OD Interventions

a) Organisational Diagnosis, Renewal and Change:

- Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis
- Organizational Renewal, Re-energising, OD and Business Process Re- Engineering (BPR), OD and Leadership Development
- Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change
- Change Agents- Meaning, Features, Types, Role, Skills required

b) Managing Expatriation and Repatriation

- OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions
- Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention
- Techniques of OD Intervention :

- § Traditional: Sensitive Training, Grid Training, Survey Feedback.
- § Modern : Process Consultation, Third Party, Team Building, Transactional Analysis
- Evaluation of OD Interventions : Process, Types, Methods, Importance

Reference Books:

1. Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House
2. French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.
3. Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990
4. Cummings, T. G. & Worley, C. G. (2009). Organization Development and Change (9th edition). Canada: South-Western Cengage Learning
5. Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004.
6. Cummings, T. G., Theory of Organization Development and Change, South Western.
7. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.
8. Richard L, Organisation, Theory, Change and Design , India Edition (Cengage Learning)
9. Garath R Jones, Mary Mathew , Organisation Theory, Design and Change: Sixth Edition, Pearson
10. Wendell L French, Cecil H Bell, Jr, Veena Vohra , Organisation Development , Sixth Edition, Pearson Education

3C - Marketing

3 (C.1) - 1. Integrated Marketing Communication and Advertising

Course Outcomes:

CO1: Students will be able to explain the concept, features, and evolution of Integrated Marketing Communication (IMC) and analyze its role in contemporary marketing strategies.

CO2: Students will be able to apply the IMC planning process by selecting appropriate promotional tools, setting communication objectives using models like DAGMAR, and determining budgets effectively.

CO3: Students will be able to critically evaluate ethical and legal challenges in marketing communication, including stereotyping, targeting vulnerable customers, misleading claims, and questionable B2B practices.

CO4: Students will be able to explore and assess current trends in IMC, particularly the impact of internet-based advertising, public relations, sales promotions, and direct marketing.

Course Outline:

Unit 1: Introduction to Integrated Marketing Communication

- Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • Communication process, Traditional and alternative Response Hierarchy Models • Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.
- Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.

Unit 2: Introduction to Advertising

- Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • Communication process, Traditional and alternative Response Hierarchy Models • Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.
- Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.

Reference Books:

1. Belch, Michael, "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010
2. Mohan, Manendra "Advertising Management Concept and Cases", Tata Mcgraw Hill 2008
3. Kleppner, Russell J; Thomac, Lane W , "Advertising Procedure", Prentice Hall 1999
4. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir "Advertising planning and Implementation", Prentice Hall of India 2006
6. Clow ,Kenneth E and Baack, Donald E "Inetegrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
7. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006
8. Belch, Michael, Belch, George "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010
9. Clow ,Kenneth E ;Baack, Donald E "Integrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
10. Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006
11. Shah, Kruti ;D'Souza, Allan, "Advertising and IMC", Tata Mcgraw Hill 2014
12. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
13. Dutta, Kirti, "Integrated Marketing Communication" Oxford University Press ,2016
14. Gopalakrishnan, P S , "Integrated Marketing Communication: Concepts and Cases", ICFAI University Press, 2008

3 (C.2) - 2. CRM (Customer Relationship Management)

Course Outcomes:

CO1: Students will be able to explain the concept, evolution, and objectives of Customer Relationship Management (CRM), and analyze its benefits for both customers and organizations.

CO2: Students will be able to evaluate the components of CRM, including information, processes, technology, and people, and identify potential barriers to CRM implementation.

CO3: Students will be able to apply relationship development strategies using concepts like relationship marketing, service-level agreements, and brand-building through effective CRM practices.

CO4: Students will be able to assess emerging CRM trends such as e-CRM, mobile CRM, and social media integration, while addressing ethical challenges and exploring opportunities in the CRM landscape.

Course Outline:

Unit 1: Introduction to Customer Relationship Management

- Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners
- Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM
- Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges

Unit 2: CRM New Horizons

- e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:
- Software App for Customer Service: Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling
- Social Networking and CRM
- Mobile-CRM
- CRM Trends, Challenges and Opportunities
- Ethical Issues in CRM

Reference Books:

1. Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
2. Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
3. Ed Peelen, Customer Relationship Management, Pearson Education
4. Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
5. Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.
6. Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
7. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.
8. Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.

4: Vocational Skill Course (4 Credits)

4. Digital and Cyber Security (Theory)

Course Outcomes:

Course Outcome:

CO1: Students will be able to explain the importance, scope, and need for cybersecurity, identify various cyber threats, and apply digital awareness practices for safe online behavior.

CO2: Students will be able to analyze different cybersecurity protection mechanisms, including network security tools, device security measures, and countermeasures for social engineering attacks.

CO3: Students will be able to interpret data privacy regulations, cyber laws, and ethical considerations while demonstrating secure online transaction practices and understanding legal frameworks for cybercrime.

CO4: Students will be able to evaluate emerging cybersecurity technologies, assess organizational security policies, and explore career opportunities in cybersecurity through practical application and case study analysis.

Course Outline:

Unit I: Introduction to Cybersecurity & Digital Awareness

- Basics of Cybersecurity: Importance, Scope, and Need.
- Cybersecurity threats: Malware, Phishing, Ransomware, Social Engineering.
- Fundamentals of Digital Awareness: Safe Browsing, Email Security, Strong Passwords.
- Case Studies: Major Cyber Attacks and Data Breaches.
- Cyber Ethics and Responsible Digital Citizenship.

Unit II: Cyber Threats & Protection Mechanisms

- Network Security: Firewalls, Intrusion Detection Systems (IDS), Encryption.
- Device Security: Securing Smartphones, Laptops, and IoT Devices.
- Social Engineering Attacks and Countermeasures.
- Cyber Hygiene Practices for Individuals and Organizations.
- Hands-on: Setting up Two-Factor Authentication (2FA), Secure Browsing Practices.

Unit III: Data Privacy & Legal Aspects

- Introduction to Data Privacy: GDPR, IT Act 2000, and Personal Data Protection Bill.
- Secure Transactions: Online Banking Security, E-commerce Fraud Prevention.
- Digital Footprint and Online Reputation Management.
- Cyber Laws & Ethics: Intellectual Property Rights, Cyber Forensics, Ethical Hacking.
- Case Studies on Cyber Crime and Legal Actions Taken.

Unit IV: Cybersecurity Trends & Future Prospects

- Emerging Technologies: AI in Cybersecurity, Blockchain Security, Cloud Security.
- Ethical Hacking and Cybersecurity Certifications.
- Security Policies for Organizations: Risk Management, Incident Response.
- Cybersecurity as a Career: Roles, Responsibilities, and Certifications.
- Hands-on: Simulated Cyber Attack Scenarios and Response Planning.

Reference Books:

- William Stallings, "Network Security Essentials," Pearson Education.
- Michael E. Whitman & Herbert J. Mattord, "Principles of Information Security," Cengage Learning.
- Chuck Easttom, "Computer Security Fundamentals," Pearson.
- Joseph Steinberg, "Cybersecurity for Dummies," Wiley.
- IT Act 2000 and Amendments.

5: Field Project

5 (a.1) Field Project in Major/ Minor with Primary data Collection by Students

Course Outcome:

- To identify practices in prospective areas of work like marketing, finance, HR or any of the Minor areas of student etc.
- To enhance interpersonal skills.
- To observe and list best practices opted by different companies for similar work.
- To develop critical thinking related to management of social and industrial problems.

Course Outline:

- Students need to complete primary data based field projects in Social or Industry relevant areas.
- The institute will assign a faculty mentor
- Students will submit Field Project Report
- The evaluation of the course will be based on the project report submitted by the student followed by viva-voce examination
- 25 marks external examiner for viva/presentation and 25 marks for report by Faculty Mentor

Project Report Guidelines:

- 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 should be 15- 20 pgs.
- Project Components should include introduction, project goals/ Objectives, methodology, primary data findings, and conclusion,

Semester VI

1: Major (Mandatory) (4 + 4 Credits)

1 (A) - *Entrepreneurship Management*

(Major/ Mandatory Course - 4 Credits)

Course Outcomes:

CO1: Students will be able to describe the foundational concepts of entrepreneurship, analyze the characteristics of successful entrepreneurs, and evaluate the influence of external factors on entrepreneurship development.

CO2: Students will be able to differentiate between various types of entrepreneurs, including intrapreneurs, women entrepreneurs, and social entrepreneurs, and assess the role of Entrepreneurial Development Programs (EDPs) in fostering entrepreneurship.

CO3: Students will be able to generate innovative business ideas, conduct SWOT analysis, and develop comprehensive business plans incorporating market analysis, financial planning, and risk management.

CO4: Students will be able to outline the steps involved in venture development, explore institutional support systems, evaluate funding options, and design effective marketing strategies for entrepreneurial success.

Course Outline

Unit 1: **Foundations of Entrepreneurship Development:** (15 Hours)

- Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur
- Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen
- External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development

Unit 2: **Types & Classification Of Entrepreneurs** (15 Hours)

- Intrapreneur –Concept and Development of Intrapreneurship
- Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group
- Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGOs.
- Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneurs. (Ancillarisation, BPO, Franchise, M&A)

Unit 3: **Entrepreneur Project Development & Business Plan** (15 Hours)

- Innovation, Invention, Creativity, Business Idea, Opportunities through change.
- Idea generation– Sources-Development of product /idea,
- Environmental scanning and SWOT analysis
- Creating Entrepreneurial Venture-Entrepreneurship Development Cycle
- Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.
- Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership, Critical Risk Contingencies of the proposal, Scheduling and milestones.

Unit 4: **Venture Development** (15 Hours)

- Steps involved in starting of Venture
- Institutional support to an Entrepreneur
- Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects
- Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.
- New trends in entrepreneurship

Reference Books:

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagno

1 (B) - Operation Research

(Major/ Mandatory Course -4 Credits)

Course Outcome:

CO1: Students will be able to explain the fundamentals of Operations Research, apply linear programming models for problem formulation, and solve optimization problems using graphical and simplex methods.

CO2: Students will be able to solve real-world assignment and transportation problems using Hungarian and MODI methods, while analyzing optimal solutions for maximization and minimization scenarios.

CO3: Students will be able to construct network diagrams using Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT) to determine project timelines, identify critical activities, and apply project crashing concepts for cost optimization.

CO4: Students will be able to apply decision theory techniques for making informed decisions under uncertainty and risk using various decision-making criteria and evaluating the impact of decisions.

CO5: Students will be able to solve job sequencing and two-person zero-sum game problems, analyze payoffs, determine optimal strategies using game theory concepts, and minimize idle time in job processing scenarios.

Course Outline:

Unit 1: Introduction to Operations Research and Linear Programming (15 Hours)

a) Introduction To Operations Research

- Operations Research - Definition, Characteristics of OR, Models, OR Techniques, Areas of Application, Limitations of OR.

b) Linear Programming Problems: Introduction and Formulation

- Introduction to Linear Programming
- Applications of LP
- Components of LP
- Requirements for Formulation of LP Problem
- Assumptions Underlying Linear Programming
- Steps in Solving LP Problems
- LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)

c) Linear Programming Problems: Graphical Method

- Maximization & Minimization Type Problems. (Max. Z & Min. Z)
- Two Decision Variables and Maximum Three Constraints Problem
- Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.
- Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.

d) Linear Programming Problems: Simplex Method

- Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z)
- Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations)
- All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)
- Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.

Note:

1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical.
2. Sensitivity Analysis including Profit Range and Capacity Range is not included.

Unit 2: **Assignment and Transportation Models** (15 Hours)

a) Assignment Problem – Hungarian Method

- Maximization & Minimization Type Problems.
- Balanced and Unbalanced Problems.
- Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.
- Simple Formulation of Assignment Problems.
- Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization.

Note:

1. Travelling Salesman Assignment Problem is not included.

b) Transportation Problems

- Maximization & Minimization Type Problems.
- Balanced and Unbalanced problems.
- Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.
- Simple Formulation of Transportation Problems.
- Initial Feasible Solution (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM)
- Maximum 5 x 5 Transportation Matrix.
- **Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ)**
- Maximum Two Iterations (i.e. Maximum Two Loops) after IFS.

Note:

1. Production Scheduling Problem is not included.
2. Time Minimization Problem is not included.
3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.

Unit 3: **Network Analysis** (15 Hours)

a) Critical Path Method (CPM)

- Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity,
- Construction of a Network Diagram. Node Relationship and Precedence Relationship.
- Principles of Constructing Network Diagram.

- Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities.
- Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time.
- Forward Pass and Backward Pass Methods.
- Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float

b) Project Crashing

- Meaning of Project Crashing.
- Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity.
- Costs involved in Project Crashing: Direct, Indirect, Penalty and Total Costs.
- Time – Cost Trade off in Project Crashing.
- Optimal (Minimum) Project Cost and Optimal Project Completion Time.
- Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing

c) Program Evaluation and Review Technique (PERT)

- Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b).
- Expected Time (te) of an Activity Using Three Time Estimates.
- Difference between CPM and PERT.
- Numerical Consisting of Maximum Ten (10) Activities.
- Construction of PERT Network using tevalues of all Activities.
- Mean (Expected) Project Completion Time.
- Standard Deviation and Variance of Activities.
- Project Variance and Project Standard Deviation.
- ‘Prob. Z’ Formula.
- Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique.
- Meaning, Objectives, Importance, Scope, RORO/LASH

Unit 4: **Decision Theory, Sequencing and Theory of Games** (15 Hours)

a) Decision Theory • Decision Environments – Risk & Uncertainty. Payoff Table, Regret Table

- Decision Making under Uncertainty Maximin & Maximax Criteria Minimax Regret Criterion Laplace Criterion Hurwicz Criterion Expected Monetary Value Criterion. Expected Value of Perfect Information (E.V.P.I) Expected Opportunity Loss (E.O.L).

b) Job Sequencing Problem

- Processing Maximum 9 Jobs through Two Machines only.
- Processing Maximum 6 Jobs through Three Machines only.
- Calculations of Idle Time, Elapsed Time etc.

c) Theory of Games

- Introduction
- Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.
- Types of Games.
- Numericals based on: Two Person Zero Sum Games - Pure Strategy Games (Saddle Point available)

Reference Books:

1. Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India
2. Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons

3. Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons
4. Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company
5. Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series
6. Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.
7. Shreenath L.S, Principles & Application 3rd Ed.,, PERT & CPM, Affiliated East-West Press Pvt. Ltd.
8. Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India
9. Sasieni M, Yaspan A & John Wiley & Sons Friedman L, Operations Research - Methods & Problems 1st Edition
10. Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education
11. G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd
12. L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.
13. Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.
14. Aditham B. Rao , Operations Research Edition 2008, Jaico Publishing House, Mumbai

1 (C) - Service Sector Management

(Major/ Mandatory Course - 2 Credits)

Course Outcome:

CO1: Students will be able to explain the characteristics, classifications, and significance of services, analyze the reasons for the growth of the service sector, and understand the role of servicescape in service organizations.

CO2: Students will be able to evaluate the importance of service culture, relationship marketing, and the role of service employees and customers in service delivery, applying these concepts to enhance customer satisfaction.

CO3: Students will be able to analyze service encounters and moments of truth, assess service quality using the Service Gap Model, and recommend strategies to bridge service gaps for improved organizational effectiveness.

CO4: Students will be able to examine the impact of globalization on the Indian service sector, evaluate recent trends in the marketing of services across industries like tourism, hospitality, healthcare, banking, insurance, education, IT, and entertainment.

Course Outline:

Unit 1: Service Sector Management- An Overview (15 Hours)

- Service Sector Management- An Overview:
- Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location
- Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector
- Service Organization - Importance of Layout and Design of Service Organization, Servicescape
- Service Culture in Organization – Meaning, Developing Service Culture in Organization
- Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model
- Role of Service Employee
- Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors
- Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter

Unit 1: Recent trends in service industry (15 Hours)

- Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector and Global service culture. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness, Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps
- Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry

Reference Book:

1. C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House

2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson
3. Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia
4. James A. Fitzsimmons, Mona J. Fitzsimmons: Service Management , Operations, Strategy, Information Technology, Tata McGraw – Hill
5. Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill
6. Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition
7. K. Rao: Services Marketing, Pearson Education
8. Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing UBMSFSVI

2: Major Elective Course (4 Credits)

2.A. Finance Electives

2 (A): Financial Markets and Institution (Elective 1)

Course Outcomes:

CO1: Students will be able to describe the structure, functions, and importance of the Indian financial system, analyze its evolution from financial neutrality to financial activism, and evaluate the role of government in financial development.

CO2: Students will be able to explain the roles and functions of key financial regulators and institutions in India, including the RBI, SEBI, IRDA, and specialized financial institutions, and assess their impact on the financial system.

CO3: Students will be able to analyze the functioning and components of Indian financial markets, including the money market, capital market, commodity market, and derivatives market, while understanding reforms and key market participants.

CO4: Students will be able to evaluate financial system designs globally, compare bank-oriented and market-oriented systems, analyze conflicts within financial systems, and apply insights from case studies on disinvestment policies and global financial crises.

Course Outline:

Unit I: Financial System in India (15 Hours)

- Financial System Theoretical Settings – Meaning, Importance, Functions of financial system. Role of government in Financial development , Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) (Only an Overview), Monitoring Framework for financial Conglomerates,
- Structure of Indian financial system – Financial Institutions (Banking & NonBanking), Financial Markets (Organized and Unorganized), Financial Assets/Instruments, Financial Services(Fund based & Free Based) –(Overview)
- Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India

Unit II: Financial Regulators & Institutions in India (detail discussion on their role and functions) (15 Hours)

- Financial Regulators – Ministry of Finance, RBI- Role of RBI in the financial sector, global crisis and RBI, Covid-19 and RBI policies, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA.
- Financial Institutions- Role, Classification, Role of Commercial banks, IFCI, Universal Banks, Payment Banks, Small Finance Banks, Other Financial Institutions in India (LIC, GIC), NBFC, Services provided by NBFC.

- Specialized Financial Institutions – EXIM, NABARD, SIDBI, SIDC, SME Rating agency of India Ltd (SMERA), IIFCL (Their role, functions and area of concerns)

Unit III: Financial Markets (In Details) (15 Hours)

- Indian Money Market – Meaning, Features, Functions, Importance, Participants, Components (Organized and Unorganized) (in detail) and Reforms
- Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR
- Importance of Insurance and Mutual fund companies in financial system

Unit IV : Managing Financial Systems Design (15 Hours)

- Issues in Financial System – NPA in Banking, Banking frauds, Compliance and management issues in NBFCs, Stock market frauds (Discussion on prominent cases)
- Emerging trends in financial technology and transformation of financial services (Discussion and example of use cases)

Reference Books:

1. M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
2. V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
3. Vasant Desai, Indian Financial Systems, Himalaya Publishers
4. Gordon and Natarajan, Financial Services, Himalaya Publishers
5. Meir Khan, Financial Institutions and Markets, Oxford Press
6. Financial Markets and Institutions-Dr. S. Gurusamy, Tata McGraw Hill.
7. The Indian Financial System-Dr. Bharti Pathak, Pearson.
8. Indian Financial System-M.Y.Khan, McGraw Hill
9. Machiraju, H.R., Indian Financial System, Vikas Publications

2 B - Human Resources

2 (B): Employee Compensation and Benefits (4 Credits)

Course Outcomes:

CO1: Students will be able to explain the objectives, types, and factors influencing compensation plans, evaluate the role of HR professionals, and apply models like the Distributive Justice Model and Labour Market Model in designing effective compensation systems.

CO2: Students will be able to analyze various incentive plans, assess the prerequisites of an effective incentive system, and interpret wage differentials using relevant theories of wages in organizational settings.

CO3: Students will be able to develop compensation strategies for special groups such as executives, professionals, and expatriates, apply human resource accounting methods, and evaluate emerging trends in compensation management.

CO4: Students will be able to interpret the legal framework governing compensation in India, including key labor laws and pay regulations, assess ethical considerations in compensation management, and analyze contemporary issues like pay restructuring in mergers and acquisitions.

Course Outline:

Unit I: Compensation Plans and HR Professionals

- Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation
- Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation
- 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security
- Pay Structure: Meaning, Features, Factors, Designing the Compensation System,
- Compensation Scenario in India

Unit II: Incentives and Wages

- Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System
- Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan.
- Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity

- Theory, Residual Claimant Theory, Bargaining Theory.

Unit III: Compensation to Special Groups and Recent Trends

- Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives.
- Human Resource Accounting – Meaning, Features, Objectives and Methods
- Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages

Unit IV: Legal and Ethical issues in Compensation

- Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952.
- Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management.

Reference Books:

1. Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition
2. Mick Marchington and Adrian Wilkinson, Human Resource Management at Work – People Management and Development- IIIrd Edition,
3. Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers
4. Gary Dessler, Framework for HRM, 3rd Edition, Pearson Education
5. Ashwathappa, Human Resource Management
6. Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, Managing Human Resources – IVth Edition, (Eastern Economy Edition)
7. Milkovich, George T, Newman J.M, Compensation, Tata Mc Graw Hill.
8. Henderson, R.O, Compensation Management, Pearson Edition .
9. BD Singh, Compensation and Reward Management, Excel Books.
10. Karen Permant, Joe Knight, Financial Intelligence for HR Professionals
11. Sharma A.M, Understanding Wage system, Himalaya Publishing House, Mumbai.

2 C - Marketing

2 (C): Retail Management (4 Credits)

Course Outcome:

CO1: Students will be able to explain the fundamental concepts and significance of retail management, analyze different retail formats, and assess the impact of globalization, franchising, and technology in the Indian retail sector.

CO2: Students will be able to evaluate consumer behavior in the retail context, interpret market research insights to understand shoppers, and analyze the role of private labels and merchandise management strategies.

CO3: Students will be able to develop effective retail strategies by applying concepts of customer relationship management (CRM), retail value chains, and store location selection, while considering factors that influence retail operations.

CO4: Students will be able to manage and sustain retail operations by applying store management techniques, designing effective store layouts, and enhancing customer experiences using store atmospherics, signage, and aesthetics.

Course Outline:

Unit 1: Introduction to Retail Management

- Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management, Retail Formats:
- Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations
- Emerging Trends in Retailing
- Impact of Globalization on Retailing
- I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels
- FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario
- Franchising: Meaning, Types, Advantages and Limitations, Franchising in India
- Green Retailing
- Airport Retailing

Unit 2: Merchandise Management :

- Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers, Buying Function:
- Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam's Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer
- Concept of Lifestyle Merchandising d) Private Label
- Meaning, Need and Importance, Private Labels in India, Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam's Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer

Unit 3: Retail Consumer and Retail Strategy

- Retail Consumer/Shopper: • Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers
- b) CRM in Retail: • Meaning, Objectives • Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community
- c) Retail Strategy: • Meaning, Steps in Developing Retail Strategy, Retail Value Chain
- d) Store Location Selection: • Meaning, Types of Retail Locations, Factors Influencing Store Location
- e) HRM in Retail: • Meaning, Significance, Functions • Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store

Unit 4: Managing and Sustaining Retail

- Retail Store Operations: • Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)
- b) Store Design and Layout: • Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics
- Store Layout- Meaning, Types: Grid, Racetrack, Free Form • Signage and Graphics: Meaning, Significance, Concept of Digital Signage • Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps

Reference Books:

1. Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill
2. Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai.
3. Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai.
4. Dunne Lusch, "Retail Management", South Western Cengage Learning

5. K.S. Menon, “Store Management”, Macmillan India Ltd.,
6. Keith Lincoln, Lars Thomessen & Anthony Aconis, “Retailization -Brand Survival in the Age of Retailer Power”, Kogan Page Ltd.,
7. Swapna Pradhan, “Retailing Management–Text and Cases”, 4th Edn, Tata Mc Graw Hill.
8. Bajaj, Tulli & Shrivastava, “Retail Management”, Oxford University Press
9. Kishore Biyani, “It Happens in India”,& “ The Walmart Story”
10. Store Manager, Organiser / Planner- DMS Retail
11. Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House, Mumbai.

3: Minor (2 Credits Each Subject) (Anyone of 2A, 2B or 2C) (2 + 2 Credits)

3 A - Finance

3 (A.1): International Finance

Course Outcomes:

CO1: Students will be able to explain the fundamentals of international finance, including its importance, scope, and challenges, and analyze the evolution of international monetary systems and their impact on the global economy.

CO2: Students will be able to interpret and evaluate the components of the Balance of Payments (BOP) and apply the principles of BOP accounting to assess a country's economic position.

CO3: Students will be able to analyze foreign exchange markets, calculate exchange rate quotations, and understand the factors influencing exchange rates through concepts like interest rate parity, purchasing power parity, and Fisher's parity.

CO4: Students will be able to apply knowledge of foreign exchange derivatives, including currency futures and options, to hedge and speculate in the international financial markets using effective risk management strategies.

Course Outline:

Unit I: Fundamentals of International Finance (15 Hours)

a) Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance

b) International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Fixed & Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements - India and leading economies, European Monetary System, Factors Affecting Exchange Rates, Purchasing Power Parity, Interest Rate Parity, Fishers Parity, Forecasting Exchange Rates

c) Basic discussion on Global Financial Markets - Equity , Debt and Euro-currency

Unit II: Foreign Exchange Markets & Currency Derivatives:

a) An introduction to Exchange Markets: Foreign Exchange Market, Structure of Foreign Exchange Markets, Spot and Forward Foreign Exchange Market, Exchange Rate Quotations, Exchange Rate Quotations - Direct & Indirect Rates, Cross Currency Rates, Spread & Spread %, Basic Calculations of Arbitrage, Forward Rate Quotations (Annualized Forward Margin) , Interest rate arbitrage

b) Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments.

c) Basic discussion on Use of Forward, Futures and Options in Hedging & Speculation in Foreign Exchange Markets

Reference Book:

1. P G Apte, International Financial Management, 5th Edition, The McGraw Hill
2. Cheol . S. Eun & Bruce G. Resnick, International Finance Management
3. Maurice D. Levi, International Finance – Special Indian Edition
4. Prakash G. Apte, International Finance – A Business Perspective
5. V A. Aadhani, International Finance

3 (A.2): Wealth Management

Course Outcomes:

CO1: Students will be able to explain the concepts and scope of wealth management, analyze client needs, and apply the wealth management process while adhering to ethical standards.

CO2: Students will be able to prepare and evaluate personal financial statements, perform cash flow analysis, and develop financial plans based on financial literacy and life cycle management.

CO3: Students will be able to apply financial mathematics concepts to calculate returns, analyze financial ratios, and assess net worth for effective wealth management decisions.

CO4: Students will be able to demonstrate knowledge of tax and estate planning, retirement planning, and various income streams, effectively recommending suitable tax-saving schemes and retirement strategies.

Course Outline:

Unit I: Introduction (15 Hours)

a) Introduction To Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager

b) Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management.

c) Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators- Leading, Lagging, Concurrent

Unit II: Financial Mathematics/ Tax and Estate Planning/ Retirement Planning/ Income Streams & Tax Savings Schemes

a) Financial Mathematics: Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios

b) Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions

c) Retirement Planning: Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment

d) Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes

Reference Books:

1. Harold Evensky, Wealth Management, McGraw Hill Publication
2. NCFM, CFP, IIBF, etc, Wealth Management modules
3. Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication

3 B - Human Resources

3 (B.1): Industrial Relations

Course Outcomes:

CO1: Students will be able to explain the concepts, significance, and principles of industrial relations, evaluate the roles of stakeholders, and assess the impact of liberalization, privatization, and globalization on industrial relations in India.

CO2: Students will be able to analyze the causes, forms, and consequences of industrial disputes, and recommend appropriate methods for their resolution using arbitration, conciliation, and adjudication.

CO3: Students will be able to evaluate the concepts of employee discipline and grievance handling, identify causes of workplace indiscipline, and apply grievance redressal procedures effectively within an organizational context.

CO4: Students will be able to demonstrate an understanding of workers' participation in management, analyze its types in the Indian context, and propose strategies to enhance employee involvement in decision-making.

Course Outline:

Unit I: Industrial Relations- An overview:

- Meaning, Objectives, Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalisation, Privatisation and Globalisation on Industrial
- Relations, Issues and Challenges of industrial relations in India

Unit II: Industrial Disputes

a) Industrial Disputes:

- Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc)
- Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment

b) Employee Discipline:

- Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement.

c) Grievance Handling:

- Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India.

d) Workers' Participation in Management:

- Meaning and Types with Respect to India

Reference Books:

1. Davar R S: Personnel Management and Industrial Relations in India
2. Mamoria C B: Industrial Relations
3. Charles Myeres: Industrial Relations in India
4. Arun Monappa: Industrial Relations
5. Sharma A M : Industrial Relations
6. Ahuja K K : Industrial Relations Theory and Practice
7. C.S. Vekata Ratnam : Globalisation and Labour-Management Relations
8. Srivastava K D: Laws relating to Trade Unions and Unfair Labour Practice
9. A.M.Sarma: A conceptual and legal frame work
10. Farnham, David and John Pimlot, Understanding Industrial Relations, London: Cassell
11. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.
12. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2010.
13. Srivastava, Industrial Relations and Labour Laws, Vikas, 6 th edition, 2012. P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar. Industrial Relations,

3 (B.2): Workforce Diversity and Inclusion

Course Outcomes:

CO1: Students will be able to explain the concept of workforce diversity, its dimensions, significance, and evaluate the advantages and limitations of having a diverse workforce in an organizational setting.

CO2: Students will be able to analyze the impact of workforce diversity on various HRM functions, including recruitment, supervision, training, compensation, performance management, and work-life balance.

CO3: Students will be able to assess the role of recruiters in hiring and retaining a diverse workforce, and recommend effective strategies for fostering an inclusive workplace.

CO4: Students will be able to evaluate the relationship between workforce diversity and organizational performance, and demonstrate how diversity can serve as a sustainable competitive advantage.

Course Outline:

Unit I: Workforce Diversity - An Overview

- Meaning of Workforce
- Workforce Diversity - Meaning, Features and Significance
- Dimensions of Workforce Diversity
- Advantages and Limitations of having a diverse workforce
- Positive and Negative effects of workforce diversity in workplace

Unit II: Workforce Diversity and HRM Functions

- Steps to Recruiting and Retaining a Diverse Workforce
- Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance
- Role of Recruiter in Hiring Diversified Workforce
- Workforce Diversity – Key to Organizational Performance
- Workforce Diversity as a Determinant of Sustainable Competitive Advantage

Reference Books:

1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
2. Handbook of Research on Workforce Diversity in a Global Society, edited by Scott, Chaunda L.
3. Diversity in the Workforce: Current Issues and Emerging Trends edited by Marilyn Y. Byrd, Chaunda L. Scott
4. Managing Diversity: Human Resource Strategies for Transforming the Workplace Ellen Ernst Kossek, Sharon A. Lobel
5. Workforce Diversity Management: Challenges, Competencies and Strategies - Bahaudin Mujtaba
6. Handbook of Research on Organizational Culture and Diversity in the Modern, edited by Christiansen, Bryan, Chandan, Harish C
7. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill

3 (C.1): Marketing of NPO

Course Outcomes:

CO1: Students will be able to explain the concept, characteristics, and types of non-profit organizations, as well as evaluate social needs to develop sustainable business models for these organizations.

CO2: Students will be able to analyze various fundraising techniques, principles, and strategies, including the fundraising cycle and donor life cycle, to support non-profit initiatives effectively.

CO3: Students will be able to assess the role of Corporate Social Responsibility (CSR) in the non-profit sector, understand CSR policy frameworks in India, and explore career opportunities in CSR and non-profit management.

CO4: Students will be able to critically examine advocacy strategies, fundraising approaches, and ethical practices in non-profit organizations, while applying innovative and effective methods to address challenges in the sector.

Course Outline:

Unit 1: Introduction to Non-profit Organization

- **Non-profit organization:** Meaning of Non-Profit Organization, Features of non-profit organization, Characteristics of Non Profit marketing, Stakeholders in non-profit organization, Types of non-profit organization: Charities, newly emerging social enterprise sector, public sector, political parties and campaign organizations, classification of non-profit organizations, Social need: concept, social need as a basis for developing sustainable business model for a non-profit organization.
- **Fundraising:** meaning, common techniques to solicit funds, fund raising loyalty ladder, marketing and communication for fundraising. Principles of fundraising, Fund raising cycle, The fund raising pyramid and donor life cycle.

Unit 2: Corporate Social Responsibility, innovations & Ethics in non-profit organizations :

- **Corporate social responsibility:** CSR, Importance of CSR, history and evolution of CSR, Policy framework for CSR in India, Section 135 of Companies Act 2013, Role of CSR committee on Boards.
- Code of Ethics in non-profit organization, hierarchy of ethical values in non-profit organization, careers in CSR.
- **Trends and Innovations:** Current trends, innovations and opportunities in CSR, Influence of non-profit organizations and their impact on corporate CSR, Challenges faced by non-profit organizations in India.

- **Non-Governmental Organization (NGO):** Meaning of Non-Government Organization (NGO), Difference between Voluntary Organization & NGO, Steps of Voluntarism, Types of NGO: advocacy of chosen cause, Small or Grassroot NGO, Mother NGO, National NGO, corporate NGO, Global NGO's.
- **Advocacy & Fund Raising in non-profit organization:** Meaning, steps in building support for advocacy, advocacy tactics: lobbying, Coalition Building, outreach to media, educating policy makers on issues, educating public on policy issue, building relationship with policy maker. Distinctive characteristics of advocacy groups, Steps in crafting an advocacy plan, steps in engaging policy makers for lobbying, advocacy v/s lobbying, Evaluating advocacy

Reference Books:

- Philip Kotler and Alan Andreasen, *Strategic Marketing for Non-Profit Organizations*, 7th Edition, Pearson Education.
- Michael J. Worth, *Nonprofit Management: Principles and Practice*, 6th Edition, Sage Publications.
- David O. Renz, *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, 4th Edition, Wiley.
- Peter Drucker, *Managing the Non-Profit Organization: Principles and Practices*, HarperCollins.
- Adrian Sargeant and Jen Shang, *Fundraising Principles and Practice*, 2nd Edition, Wiley.
- Paul C. Light, *Sustaining Innovation: Creating Nonprofit and Government Organizations that Innovate Naturally*, Jossey-Bass.
- Sanjay K. Agarwal, *Corporate Social Responsibility in India*, Sage Publications.
- Archie B. Carroll and Ann K. Buchholtz, *Business and Society: Ethics, Sustainability, and Stakeholder Management*, Cengage Learning, 10th Edition.
- Subhabrata Bobby Banerjee, *Corporate Social Responsibility: The Good, the Bad and the Ugly*, Edward Elgar Publishing.
- Patricia J. Parsons, *Ethics in Public Relations: A Guide to Best Practice*, 2nd Edition, Kogan Page.

3 (C.2): Service Marketing

Course Outcome:

CO1: Students will be able to understand the core concepts of services marketing, analyze the distinctive characteristics of services, and evaluate the challenges faced in the service marketing environment.

CO2: Students will be able to apply consumer behavior principles to design effective service positioning strategies, considering customer involvement, service recovery, and loyalty management.

CO3: Students will be able to assess and implement quality management frameworks like the GAP Model and SERVQUAL Model to improve service quality, productivity, and customer satisfaction.

CO4: Students will be able to analyze international and transnational service marketing strategies while demonstrating awareness of ethical considerations and the importance of responsible marketing practices in the service sector.

Course Outline:

Unit 1: Introduction of Services Marketing

- Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services
- Role of Services in Modern Economy, Services Marketing Environment
- Goods vs Services Marketing, Goods Services Continuum
- Consumer Behaviour, Positioning a Service in the MarketPlace
- Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty
- Type of Contact: High Contact Services and Low Contact Services
- Sensitivity to Customers' Reluctance to Change, The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping Flowcharting

Unit 2: Managing Quality Aspects of Services Marketing

- Improving Service Quality and Productivity
- Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality
- The SERVQUAL Model • Defining Productivity – Improving Productivity

- Demand and Capacity Alignment, International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing
- Factors Favouring Transnational Strategy
- Elements of Transnational Strategy
- Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector

Reference Books:

1. Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition
2. Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition
3. Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011
4. Harsh V.Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition
5. K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011
6. C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008
7. Govind Apte, Services Marketing, Oxford Press, 2004

4: OJT (4 Credits)

Course Outcomes:

CO1: Apply theoretical knowledge and management concepts to real-world business operations through practical work experience.

CO2: Develop critical professional skills such as teamwork, communication, problem-solving, and decision-making in a dynamic organizational environment.

CO3: Analyze and evaluate workplace practices, challenges, and strategies, linking them to academic learning in management studies.

CO4: Demonstrate professionalism, work ethics, adaptability, and continuous learning ability essential for career success in the management field

Course Outline:

- **OJT guidelines as per the University Structure**
- 50 marks external examiner for Reports/viva/presentation- 50 marks for report by internal mentor
- Project Report Guidelines:
 - 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 should be 15- 20 pgs.
 - Project Components should include introduction, project goals/ Objectives, methodology, primary data findings, and conclusion.

Scheme of Assessments for courses of 4 credits (100 Marks)

- The Semester End Examination will be conducted for 50 Marks.
- Internal Assessments will be conducted for 50 Marks.
- The allocation of 50 marks shall be on any three of the following basis : -
Class test, quizzes, mid semester test, project, term paper, presentation etc may be conducted for 50 marks internal continuous assessment.

Note: A Student has to separately secure minimum 40% marks (i.e 20 out of 50) in the internal assessments and secure minimum 40% marks (i.e 20 out of 50) in the Semester End Examination in every course to be declared as Pass.

Scheme of Assessments for courses of 2 credits (50 Marks)

- The Semester End Examination will be conducted for 25 Marks.
- Internal Assessments will be conducted for 25 Marks.
- The allocation of 25 marks shall be on any three of the following basis : -
Class test, quizzes, mid semester test, project, term paper, presentation etc

Note: A Student has to separately secure minimum 40% marks (i.e 10 out of 25) in the internal assessments and secure minimum 40% marks (i.e 10 out of 25) in the Semester End Examination in every course to be declared as Pass.

Scheme of Assessments for courses of 4 credits (100 Marks) OJT

OJT

1. OJT guidelines as per the University Structure

2. 50 marks external examiner for Reports/viva/presentation- 50 marks for report by internal mentor

3. Project Report Guidelines:

- 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 should be 15- 20 pgs.
- Project Components should include introduction, project goals/ Objectives, methodology, primary data findings, and conclusion.

Letter Grades and Grade Points:

Semester GPA/Programme CGPA Semester/Programme	% of Marks	Alpha-Sign / Letter Grade Result	Grading Point
9.00 - 10.00	90.0 - 100	O (Outstanding)	10
8.00 - < 9.00	80.0 - < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 - < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 - < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 - < 60.0	B (Above Average)	6
5.00 - < 5.50	50.0 - < 55.0	C (Average)	5
4.00 < 5.00	40.00 - < 50.0	P (Pass)	4
Below 4.00	Below 40.0	F (Fail)	0
Ab (Absent)	-	Ab (Absent)	0

Sd/-
Sign of the BOS
Chairman
Prof. Kanchan
Fulmali
Board of Studies in
BMS

Sd/-
Sign of the
Offg. Associate Dean
Prin. Kishori Bhagat
Faculty of Commerce &
Management

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Offg. Associate Dean
Prof. Kavita Laghate
Faculty of Commerce &
Management

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