



SNDT Women's University, Mumbai

Bachelor of Commerce In
Management Studies

as per NEP-2020

Syllabus

(w.e.f. 2025-26)

Under Graduate Programme

Effective from 2024-25

Terminologies

Abbreviation	Full-form	Remarks	Related to Major and Minor Courses
Major (Core)	Main Discipline		
Major (Elective)	Elective Options		related to the Major Discipline
Minor Stream	Other Disciplines (Inter/ Multidisciplinary) not related to the Major	either from the same Faculty or any other faculty	
OEC	Open Elective Courses/ Generic		Not Related to the Major and Minor
VSEC	Vocational and Skill Enhancement Courses		
VSC	Vocational Skill Courses		Related to the Major and Minor
SEC	Skill Enhancement Courses		Not Related to the Major and Minor
AEC	Ability Enhancement Courses	Communication skills, critical reading, academic writing, etc.	Not Related to the Major and Minor
VEC	Value Education Courses	Understanding India, Environmental science/education, Digital and technological solutions, Health & Wellness, Yoga education, sports, and fitness	Not Related to the Major and Minor

IKS	Indian Knowledge System	I. Generic IKS Course: basic knowledge of the IKS II. Subject Specific IKS Courses: advanced information pertaining to the subject: part of the major credit.	Subject Specific IKS related to Major
VAC	Value-Added Courses		Not Related to the Major and Minor
OJT	On-Job Training (Internship/Apprenticeship)	corresponding to the Major Subject	Related to the Major
FP	Field projects	corresponding to the Major Subject	Related to the Major
CC	Co-curricular Courses	Health and Wellness, Yoga education sports, and fitness, Cultural Activities, NSS/NCC and Fine/ Applied/Visual/ Performing Arts	Not Related to the Major and Minor
CE	Community Engagement and service		Not Related to the Major and Minor
RP	Research Project	corresponding to the Major Subject	Related to the Major

Programme Template:

Programme Degree e.g. B.A./B.Com./B.Sc./ B.M.S., etc.		Bachelor in Commerce (B.Com)
Parenthesis if any (Specialization)e.g. History, Human Development, English, etc.		Management Studies

Preamble (Brief Introduction to the programme)		A Four- Year Bachelor in Commerce (B. Com with Honors) degree programs that include research components. A Bachelor of Commerce (B. Com) degree is an undergraduate degree program. B. Com is the foundation upon which subsequent studies can be constructed. The Four-Year B.COM course with a Research degree will allow students to get an opportunity to experience the full range of holistic and multidisciplinary education. Candidates can pursue B.com with Honours who wish to have in-depth knowledge in the Commerce stream. The honours course is designed to offer knowledge in specialised subjects under the umbrella of commerce stream. This degree Program is divided into 8 semesters. Students will also have wide variety of elective subjects from the baskets created in some of the semesters. It is a flexible degree that builds skills and expertise in one or more areas of business, such as commerce, economics, business law, accountancy, taxation, financing along with research, Specializations and skilled based papers/ subjects offered. This program, B. Com in Management Studies is designed to helps students to understand about adequate basic knowledge of accounting and finance. Also to give adequate exposure to the operational environment of in the field of accounting and finance.
<p>Programme Specific Outcomes (PSOs)</p> <p><i>Action Verbs demonstrating (Major) discipline-related knowledge acquisition, mastery over cognitive and professional, vocational skills are to be used</i></p> <p><i>e.g. demonstrate sound understanding of.., analyse, compare, create, design, etc...</i></p> <p><i>(minimum 5)</i></p>		After completing this Programme, Learner will
	1	Develop a foundation and understanding of managerial concepts, principles and practices.
	2	Gain knowledge and skills to exploit opportunities in management profession.
	3	Pursue higher studies in diverse fields of Management such as Business Administration, Human Resource Management, Marketing and Finance
	4	Improve a positive attitude towards lifelong learning and research
	5	Enhance leadership ability and teamwork skills that enable them to work effectively in group
	6	Augmented with the opportunities to explore many career options in various fields like Investment and Portfolio Management, Stock Market, Security Analysis, Mutual Fund and Capital Market Analysis, Accounting Field, Financial Field, Banking Sectors, etc.
Eligibility Criteria for Programme		XII or equivalent from any stream with required bridge course (if any)
Intake (For SNTD WU Departments and Conducted Colleges)		As per University guidelines.

Structure with Course Title – B. Com in Management Studies

(Options related to our area of study to be provided with “OR” for baskets of different types) Structure with Course Title – B. Com in Management Studies

First Year

SN	Courses	Type of Course	Credits	Marks	Int	Ext
	Semester I					
10121111	Introduction to Financial Accounting	Subject 1	4	100	50	50
10121102	Fundamentals of Marketing	Subject 2	2	50	50	-
10420111 OR 10420112 OR 10420113 OR 10420114 OR 10420115 OR 10420116	Business Environment OR Business Mathematics OR Basics of Trade and Commerce OR Fundamentals of Accounting-I OR Overview of Travel Industry OR NGO Management – I OR From any other faculty	OEC	4	100	50	50
10620101	Principles of Management	VSC	2	50	50	-
10720111 OR 10720112 OR 10720113 OR 10720114 OR CHETNA1 OR SWAYAM1	Financial Planning OR Financial Accounting – I OR English for Soft Skill Development OR Fundamentals of Computers OR Courses from CHETNA OR SWAYAM	SEC	2	50	-	50
10820111 OR 10820112	English for Academic Writing-I (For Students of English medium) OR English Language and Literature-I (For Students of English medium) https://sndt.ac.in/pdf/academics/syllabus-as-per-nep/aec-syllabus/ug-degree/ability-enhancement-course.pdf	AEC	2	50	-	50

11051111	Indian Knowledge System/ Generic	IKS (Generic)	2	50	-	50
10952111	Introduction to Indian Constitution (SNDTWU Syllabus) https://sndt.ac.in/pdf/academics/syllabus-as-per-nep/vec-syllabus/ug-degree/introduction-to-indian-constitution.pdf	VEC	2	50	-	50
11450121 1 OR 11450221 OR 11450322 OR 11450421	Basics of national service scheme OR National Cadets Corps (NCC) OR Health and Wellness OR Performing arts exploration	CC	2	50	50	-
			22	550	250	300

	Semester II	Type of Course	Credits	Marks	Int	Ext
20121111	Organizational Behaviour	Subject 1	4	100	50	50
20121112	Marketing Management	Subject 2	2	50	-	50
20420111 OR 20420112 OR 20420113 OR 20420114 OR 20420115 OR 20420116 OR 20420117 OR 20420118 OR 20420119	Environmental Studies OR Business Statistics OR Principles of Marketing OR Fundamentals of Accounting Paper-II OR Island Destinations in India OR NGO Governance OR Fundamentals of Corporate Social Responsibility in India OR Digital Skills OR Emotional Intelligence at Workplace	OEC	4	100	50	50
20620101	Micro Economics – I	VSC	2	50	50	-
20620102	Human Resource Management	VSC	2	50	50	-
20720101 OR 20720102 OR 20720103 OR CHETNA2 OR SWAYAM2	Investment Planning OR Financial Accounting - II OR Advance Excel OR Courses from CHETNA OR SWAYAM	SEC	2	50	50	-
20810111 OR 20810112	English for Academic Writing-II (For Students of English medium) OR English Language and Literature-II (For Students of English medium) https://sndt.ac.in/pdf/academics/syllabus-as-per-nep/aec-syllabus/ug-degree/ability-enhancement-course.pdf https://sndt.ac.in/pdf/academics/syllabus-as-per-nep/aec-syllabus/ug-degree/ability-enhancement-course.pdf	AEC	2	50	-	50

	syllabus/ug-degree/ability-enhancement-course.pdf					
20920111 OR 20920112	Introduction to Environmental Economics OR Environmental Awareness https://sdt.ac.in/pdf/academics/syllabus-as-per-nep/vec-syllabus/ug-degree/environment-awareness.pdf	VEC	2	50	-	50
21450121 21450221 21450323 21450421	Volunteerism And National Service Scheme or National Cadet Corps.(NCC) Or YOGA EDUCATION or FINE ARTS https://sdt.ac.in/nep2020/syllabus-as-per-nep/cc-syllabus	CC	2	50	50	-
			22	550	300	250

Second Year
Semester III

SN	Courses	Type of Course	Credits	Marks	Int	Ext
3.1	Specialized Course- Finance Specialization I - Cost and Management Accounting / HR Specialization I – Fundamentals of Human Resource / Marketing Specialization I - Consumer Buyer Behaviour	Major (Core)	4	100	50	50
3.2	Specialized Course- Finance Specialization II – Financial Management / HR Specialization II – Human Resource Development / Marketing Specialization II – Integrated Marketing Communication	Major (Core)	4	100	50	50
3.3	Production Planning and Management	Major	2	50	-	50
3.4	Macro Economics OR Business Law I OR Business Accounting I OR Introduction to Entrepreneurship	Minor Stream	4	100	50	50
3.5	Customer Relationship Management OR Introduction to Advertising OR Introduction to Export Marketing OR Industrial Psychology–Organisational Behaviour OR Marketing Management OR Industrial Statistics OR Basics of Co-operative Management OR	OEC	2	50	-	50

	Introduction to Treasury & Risk Management OR Principles of Economic Systems and Freedom OR Financial Accounting Insights OR Business Communication					
3.6	Modern Indian Languages - Hindi OR Marathi OR Gujarati (As per SNTDWU syllabus)	AEC	2	50	50	-
3.7	Field Project in Management Studies	FP	2	50	50	-
3.8	Sports OR Yoga OR NSS OR NCC OR Performing Arts OR Cultural Activities (as per SNTDWU syllabus) Traditional Sports and Fitness (Sports) OR National Cadets Corps (NCC) OR Cultural Activities OR National Service Scheme (NSS) (As per SNTDWU syllabus) https://sndt.ac.in/nep2020/syllabus-as-per-nep/cc-syllabus	CC	2	50	50	-
			22	550	300	250

Semester IV

SN	Courses	Type of Course	Credits	Marks	Int	Ext
4.1	Specialized Course- Finance Specialization III –Advanced Financial Management/ HR Specialization III – Industrial Relations / Marketing Specialization III – Product Management	Major (Core)	4	100	50	50
4.2	Specialized Course- Finance Specialization IV – Personal Finance / HR Specialization IV –International HRM / Marketing Specialization IV – Retail Management	Major (Core)	4	100	50	50
4.3	International Economics OR Business Law II OR Business Accounting II OR Business Entrepreneurship	Minor Stream	4	100	50	50
4.4	Business Compliances OR Techniques of Advertising OR Export Marketing Strategies and Procedures OR Industrial Psychology-Workplace Behaviour OR Marketing Research OR Techniques of Sampling and Hypothesis Testing OR Co-operative Management Mechanism OR Investment & Risk Management OR Foundations of Capitalism, Socialism, and Mixed Economies OR	OEC	2	50	-	50

	Budgetary Control and Recent Trends in Business Accounting OR Business Communication Skills					
4.5	Fundamentals of Insurance OR Advertising Skills OR Fundamentals of Investment in Stock Markets	SEC	2	50	-	50
4.6	Modern Indian Languages – Hindi OR Marathi OR Gujarati (As per SNDTWU syllabus)	AEC	2	50	-	50
4.7	Community Engagement in Management Studies	CEP	2	50	50	-
4.8	Sports OR Yoga OR NSS OR NCC OR Performing Arts OR Cultural Activities (As per SNDTWU syllabus)	CC	2	50	50	-
			22	550	250	300

Exit with UG Diploma with 04 extra credits of OJT (44 + 04 credits)

B.COM In Management Studies

Semester III

Academic Year: 2025-26

3.1 Major Core

(Finance Specialization I)

Course Title	Cost & Management Accounting
Course Credit	4
Course Outcomes	<ul style="list-style-type: none">• After going through the course, learners will be able to –• Analyze the role of cost and management accounting in organizational decision-making.• Evaluate the techniques for controlling and managing material costs in organizations.• Analyze the impact of overhead costing on product pricing and profitability.• Utilize vertical presentations for better communication of financial information to stakeholders.
Module 1:	Introduction to Cost & Management Accounting
Learning outcomes	<ul style="list-style-type: none">• Understand the fundamental concepts, objectives, and importance of cost accounting & Management Accounting in business decision-making.• Identify and classify various types of costs for effective cost management and control.• Analyze and prepare a cost sheet to determine product cost and evaluate financial performance.
Content Outline	Theory – <ul style="list-style-type: none">• Introduction to Costing & Management Accounting• Definition, Objectives, Importance, Advantage of costing, Cost units, Cost Centre, Difference between Cost accounting and Management accounting,• Classification of costs, Cost of Sales, Cost Centre, Cost Unit, Profit Centre and Investment Centre Cost Sheet, Total Costs and Unit Costs, Different Costs for different purpose Practical – <ul style="list-style-type: none">• Problems on preparation of cost sheet & Estimated Cost sheet
Module 2:	Material Costing & Labour Costing
Learning outcomes	<ul style="list-style-type: none">• Understand material cost components and their role in effective cost control and decision-making.• Analyze methods for material procurement, storage, and valuation to ensure cost efficiency.• Apply techniques to reduce material waste and optimize inventory levels for organizational profitability.

Content Outline	<ul style="list-style-type: none"> • Material purchases and receipt procedure, Economic Order Quantity, ABC Analysis, Continuous Stock Taking and Perpetual Inventory. • Calculation of Stock Levels viz. Minimum, Maximum, Reorder and Average stock levels. Stock valuation methods FIFO and Weighted Average methods. Economic Order Quantity (Formula and tabular format) • Theory - Time keeping and Time Booking, Idle time, Labour Turnover and different methods of Remuneration.
Module 3:	Overhead Costing
Learning outcomes	<ul style="list-style-type: none"> • Understand the classification and allocation of overhead costs in cost accounting. • Analyze methods for apportioning and absorbing overheads across departments or products • Evaluate the impact of overhead costs on overall product pricing and profitability.
Content Outline	<ul style="list-style-type: none"> • Classification of Overheads such as Variable, Semi-variable and Fixed Overheads, Factory, Office and Selling Overheads. • Preparation of Overhead Distribution, Summary, Apportionment and Reapportionment by Repeated Redistribution Method.
Module 4:	Vertical Presentation of financial statement
Learning outcomes	<ul style="list-style-type: none"> • Gain a clear understanding of how financial data is structured and presented in a vertical format. • Acquire skills to use vertically presented financial data for strategic decision-making, such as resource allocation, cost control, and investment evaluation. • Build competence in presenting financial data in a format that stakeholders can easily understand, facilitating clearer communication of financial health and performance.
Content Outline	<ul style="list-style-type: none"> • Vertical presentation of Balance sheet • Vertical presentation of P/L Account (Theory + simple problem to understand the format)

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Assignments/Activities
1	Written Test/Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study/Field Visit Report
3	Presentations/Seminars/Workshops/Any other innovative methods
	Total 50 Marks

Internal – 50 Marks

External – 50 Marks

References :

- Bhar B.K, Cost Accounting- Methods and Problems, S.Chand & Co., New Delhi, 2010.
- N.K. Agrawal & Deepali Jain, Cost Accounting-Concepts and Methods, Asian Books Pvt. Ltd, New Delhi, 2010
- Khanna, Pandey, Ahuja and Arora, Practical Costing, 2010.
- H.V. Jhamb, Fundamentals of Cost Accounting, Ane Books Pvt. Ltd, Mumbai, 2011.
- Cost Accounting: Texts And Problems Reference Book By M. C. Shukla (Authors: M.C. Shukla, T. S. Grewal & Dr M. P. Gupta) (Publisher: S. Chand and Company Private Limited, New Delhi (An ISO 9001:2008 Company))

(HR Specialization I)	
Course Title	Fundamental of Human Resource Management
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Develop necessary skill set in the students for application of issues pertaining to Human Resource Management • Develop and apply HR strategies to align workforce capabilities with organizational goals. • Understand talent HRM concepts in detail as well as their application in real business environment • Assess the impact of HR practices on organizational performance and employee well-being.
• Module 1(Credit 1) Introduction to HRM:	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the evolution of HRM, its core functions, and its strategic role in organizational success. • Distinguish between HRM and SHRM, exploring the key features and strategic alignment of SHRM with business goals. • Analyze the objectives and interaction between strategic HR planning and HRP to drive effective workforce management.
Content Outline	<ul style="list-style-type: none"> • HRM: Origin, Growth & Evolution, • Importance & Functions. Functions of HRM. • Strategic Human Resource Management (SHRM)-Meaning, Features • Difference between HRM & SHRM • Strategic Human Resource Planning: Meaning, Objectives, Interaction between Strategic HR Planning and HRP
Module 2(Credit 1) Job Evaluation and Design	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the significance of job evaluation, its methods, and the challenges organizations face in the evaluation process. • Examine the connection between job evaluation and job analysis to ensure accurate role assessment and fair compensation. • Explore the principles of job design and its impact on enhancing organizational effectiveness and employee productivity.

Content Outline	<ul style="list-style-type: none"> • Definition and importance of job evaluation, challenges of job evaluation • Relationship between job evaluation and job analysis • Job design and its role in organizational effectiveness.
Module 3(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Identify and evaluate various recruitment sources and selection methods, including online platforms. • Understand the placement process and demonstrate effective onboarding and induction procedures for new employees. • Analyze and conduct different types of interviews, selecting the most appropriate method for the selection process.
Content Outline	<ul style="list-style-type: none"> • Recruitment, Sources of Recruitment, Online recruitment platforms (LinkedIn, job boards, etc.) • Selection, Steps in selection procedure, Methods of screening, Placement, Objectives, Placement procedure, Employee onboarding, • Induction, Induction procedure, Role of HR in induction • Interview & types of Interviews,
Module 4(Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the formulation of HR policies, focusing on their strategic objectives and key steps for effective implementation. • Assess performance appraisal systems and compensation strategies to optimize employee performance and organizational rewards. • Apply ethical practices in HRM to promote fairness, transparency, and integrity in human resource management.
Content Outline	<ul style="list-style-type: none"> • HR Policies- Meaning, Objectives, Importance, Scope, Steps in policy formulation • Performance Appraisal & Compensation Management- • Meaning, Importance, Systems, Performance Appraisal Methods, Types of compensation • Ethical Practices in Human Resource Management

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Case solution - 15 marks
- Problem Solving - 15 marks
- Presentations - 10 marks
- Assignment - 10 marks

References:

- K. Aswathppa, Human Resource & Personnel Management, Himalaya Publishing House, 2012
- P. Subha Rao, Essential of HR Management & IR, Himalaya Publishing House, 2010
- C.B. Mamoria, Personnel Management, Himalaya Publishing House, 2018
- L. M. Prasad, Strategic Human Resource Management, S. Chand Publishing. 2018

• **Major Core**
(Marketing Specialization I)

Course Title	Consumer Buying Behaviour
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Understand and analyse the factors influencing buyer behaviour and decision-making processes. • Differentiate between consumer and organizational buying behavior and evaluate their unique characteristics. • Apply consumer behaviour concepts to develop effective customer relationship management strategies. • Explore the role of ethics, corporate social responsibility, and public relations in influencing consumer trust and loyalty.
Module 1 (Credit 1)	Buyer and Consumer Behavior
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Differentiate between a buyer and a consumer and explain their respective roles. • Identify the factors influencing buyer behaviour and the motives behind purchasing decisions. • Evaluate the organizational buying behaviour and its differences from consumer buying behaviour.
Content Outline	<ul style="list-style-type: none"> • Difference between buyer and consumer: Meaning and definition • Buying motives: Rational, emotional, and patronage motives • Factors influencing buyer behaviour: Cultural, social, personal, and psychological • Buying process: Need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behaviour • Organizational buyer behaviour: Derived demand and unique factors affecting decision-making • Difference between consumer buying behavior and industrial buying behavior
Module 2 (Credit 1)	Consumer Decision-Making Process
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Explain the basic stimulus-response model and how it influences consumer decision-making. • Analyse the impact of cultural, social, and personal factors on consumer decisions • Evaluate the differences between high-involvement and low-involvement purchases.

Content Outline	<ul style="list-style-type: none"> • Basic stimulus-response model • High-involvement vs. low-involvement products • Cultural, Social, and personal factors influencing buying behaviour • Consumer learning: Classical and operant conditioning, observational learning • Role of reference groups and their impact on buying decisions • Sales Forecasting methods and their relevance to consumer behavior
Module 3 (Credit 1)	Customer Relationship Management (CRM)
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the importance and merits of customer relationship management. • Design strategies to sustain existing customers and reclaim lost consumers. • Explore techniques to attract potential future customers and handle complaints effectively.
Content Outline	<ul style="list-style-type: none"> • Importance of CRM in consumer behavior • Merits of CRM: Increased loyalty and profitability • Loyalty breakers and strategies to rebuild lost trust • Sustaining existing customers through relationship-building initiatives • Tapping potential future customers using data analytics and consumer insights • Complaint management and its role in long-term relationship building
Module 4 (Credit 1)	Business Ethics, Corporate Social Responsibility (CSR), and Public Relations
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Explain the importance of ethical practices in consumer and buyer behaviour. • Evaluate the role of CSR in fostering trust and loyalty among consumers. • Understand the significance of public relations in managing brand perception and reputation.
Content Outline	<ul style="list-style-type: none"> • Ethical practices in consumer behaviour: Honesty, transparency, and fair marketing • CSR in consumer behaviour: Importance and impact on buying decisions • Public relations (PR) management: Strategies for brand reputation and consumer trust • Case studies on ethical and CSR practices in consumer-focused

	businesses
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- – Assignments/test/viva/ market survey project
- – Survey on buying behavior
- – Project on any related topic
- – Case study ethical practices of Corporate social Responsibility and its impact on society.

Internal – 50 marks

External – 50 marks

References:

- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing Management. Pearson.
- Michale R. Solomon, & Tapan Kumar Panda, (2020) Consumer Behavior-13Th Edition Pearson.
- Ramneek Kapoor, & Nnamdi O Madichie, (2018), Consumer Behavior: Text & Cases, McGraw Hill,
- Dr. S. L. Gupta & Sumitra Pal, (2020) Consumer Behavior- An Indian Perspective (4nd Edition), Sultan Chand & Sons.
- Dr. Richa Sinha & Dr. Nishi Tripathi, (2018) Customer Relationship Management: A Corporate strategy, Blue Rose Publishers.
- Philip Kotler, Principles of Marketing Management (19th Edition), Pearson.

Course Syllabus

Semester: III

3.2 Major (Core)

Finance Specialization II

Course Title	Financial Management
Course Credits	4
Course Outcomes	<ul style="list-style-type: none">• Understand the fundamentals of financial management, its objectives, functions, and role in business decision-making.• Analyze and interpret financial statements using various techniques for assessing a company's performance.• Apply ratio analysis to evaluate liquidity, profitability, solvency, and efficiency in financial management.• Explore different sources of finance and understand their impact on corporate funding and investment decisions.
Module 1 (Credit 1):	Introduction to Financial Management
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none">• Define financial management and understand its nature and scope.• Explain the functions and objectives of financial management in corporate decision-making.• Assess the importance and limitations of financial management in business operations.• Understand the preparation and components of financial statements as per statutory requirements.
Content Outline	<p>Definition and Nature of Financial Management</p> <p>Functions of Financial Management</p> <ul style="list-style-type: none">• Investment Decision• Financing Decision• Dividend Decision <p>Objectives of Financial Management</p> <ul style="list-style-type: none">• Profit Maximization vs. Wealth Maximization• Financial Goals and Value Creation <p>Importance and Limitations of Financial Management</p> <p>Preparation of Financial Statements</p> <ul style="list-style-type: none">• Balance Sheet, Profit & Loss Statement, and Cash Flow Statement• Statutory Requirements for Financial Reporting

Module 2 (Credit 1) Study of Financial Statements	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Explain the purpose and significance of financial statement analysis. • Understand the steps involved in financial statement interpretation. • Analyze financial performance using comparative statements, common-size statements, and trend analysis.
Content Outline	Objectives of Financial Statement Analysis & Interpretation Steps in Financial Statement Analysis Types of Financial Statement Analysis <ul style="list-style-type: none"> • Comparative Statements – Year-on-Year Financial Performance Comparison • Common-Size Statements – Vertical Analysis of Financial Statements • Trend Analysis – Identifying Growth Patterns and Trends in Business Performance Significance and Limitations of Financial Statement Analysis
Module 3 (Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the concept and classification of financial ratios. • Apply balance sheet and income statement ratios to analyze financial health. • Calculate and interpret profitability, liquidity, and solvency ratios for decision-making. • Identify the importance and limitations of ratio analysis in financial performance evaluation.
Content Outline	Ratio Analysis Meaning & Objectives of Ratio Analysis Classification of Ratios <ul style="list-style-type: none"> • Traditional Classification (Liquidity, Profitability, Solvency, Turnover) • Functional Classification (Operating, Investing, Financing) • Classification from the User's Perspective (Investor, Management, Lender) Key Financial Ratios and Their Interpretation <ul style="list-style-type: none"> • Balance Sheet Ratios: • Current Ratio, Quick Ratio, Proprietary Ratio, Capital Gearing Ratio, Debt-Equity Ratio

	<p>Income Statement Ratios:</p> <ul style="list-style-type: none"> • Gross Profit Ratio, Operating Profit Ratio, Expense Ratio, Net Profit Ratio, Stock Turnover Ratio <p>Combined Ratios:</p> <ul style="list-style-type: none"> • Return on Capital Employed, Return on Equity Shareholders' Funds, Earning Per Share, Price-Earnings Ratio, Dividend Payout Ratio, Debtors' Turnover Ratio <p>Importance and Limitations of Ratio Analysis</p>
Module 4 (Credit 1) Sources of Finance & Fund Flow Analysis	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Identify different sources of finance available for businesses. • Understand the classification of short-term, medium-term, and long-term financing. • Analyze the role of debt vs. equity financing in capital structure decisions. • Learn the fund flow and cash flow statement preparation based on AS-3 (Accounting Standards).
Content Outline	<p>Classification of Sources of Finance</p> <ul style="list-style-type: none"> • Based on Period – Short-Term, Medium-Term, and Long-Term Financing • Based on Ownership – Equity Shares, Preference Shares, Retained Earnings, Public Deposits • Based on Source of Generation – Internal vs. External Sources <p>Overview of Debt vs. Equity Financing</p> <p>Venture Capital & Private Equity – Emerging Trends in Business Finance</p> <p>Introduction to Fund Flow Statement – Concept, Objectives, and Preparation</p> <p>Cash Flow Statement (AS-3) – Direct and Indirect Methods of Cash Flow Analysis</p>

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE):

1. **Case Study on Financial Statement Analysis** – Analyzing company reports and financial performance.
2. **Group Presentation on Ratio Analysis & Business Performance** – Interpreting ratios for decision-making.
3. **Practical Assignment on Cash Flow Statement Preparation** – Using AS-3 guidelines for fund flow analysis.
4. **Comparative Study of Sources of Finance Used by Companies** – Examining debt vs. equity financing strategies.
5. **Quiz/MCQs on Financial Management Concepts** – Assessing conceptual understanding.

Reference Books:

- Khan, M. Y., & Jain, P. K. (2022). Financial management: Text, problems, and cases (9th ed.). McGraw Hill.
- Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing House.
- Van Horne, J. C., & Wachowicz, J. M. (2020). Fundamentals of financial management (14th ed.). Pearson.
- Ross, S. A., Westerfield, R. W., & Jaffe, J. (2022). Corporate finance (13th ed.). McGraw Hill.
- Chandra, P. (2021). Financial management: Theory and practice (11th ed.). Tata McGraw Hill.

3.2 Major Core (HR Specialization II)	
Course Title	Human Resource Development
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Understand the core concepts, objectives, and importance of HRD, and how to design and evaluate effective HRD programs. • Identify various training needs and methods, and apply both on the-job and off-the-job techniques for employee development. • Learn to manage organizational change and implement OD interventions to drive effective development processes. • Analyze factors affecting employee morale and job satisfaction, and implement strategies for team building and morale improvement.
Module 1(Credit 1)	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the core concepts, objectives, and importance of HRD in enhancing organizational performance. • Design and implement effective HRD programs that align with business goals and employee development needs. • Evaluate the effectiveness of HRD programs using key performance metrics to drive continuous improvement.
Content Outline	<ul style="list-style-type: none"> • HRD – • Concept, Fundamentals, Objectives, Need and Importance of HRD, • Designing an Effective HRD Programs, Functions of HRD Managers. Evaluating HRD Programme.
Module 2(Credit 1)	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Identify and assess training needs to design tailored training programs that enhance employee skills and performance. • Explore various on-the-job and off-the-job training methods to optimize learning and development in diverse contexts. • Evaluate the effectiveness of different training techniques like role-playing, simulations, and case studies to foster practical skills and decision-making.

Content Outline	Training & Development: <ul style="list-style-type: none"> • Training Needs, Types & Methods of Training Methods of on the job and -off the job: <ul style="list-style-type: none"> • Induction, Job training, Promotion training, Refresher training, • E-learning and Online Training, Blended Learning, Lectures, • Trial and error experience, • Understudy, Position Rotation, Specific Project, Committee Assignments, Selective Reading, Vestibule Schools, Case Studies, Conferences, Symposium, Brain Storming, Fish bowl, Role Playing, Simulation, T- Groups, In-basket Training, Games.
Module 3(Credit 1) Organizational change and Development	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to <ul style="list-style-type: none"> • Understand the dynamics of organizational change and the factors contributing to resistance. • Learn strategies for managing and facilitating successful organizational change and development initiatives. • Explore OD interventions and techniques, and gain knowledge of the steps involved in the OD process for effective organizational growth.
Content Outline	<ul style="list-style-type: none"> • Organizational Change, Types of Organizational Change, Resistance to change, Managing Change, • Organizational development- meaning, characteristics, objectives, OD interventions and Techniques, OD process-steps.
Module 4(Credit 1) Employee Morale	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to <ul style="list-style-type: none"> • Comprehend the meaning, characteristics, and types of employee morale and their impact on organizational success. • Identify the key factors affecting morale and learn effective methods for measuring and improving it. • Understand the relationship between job satisfaction and team building in fostering a positive and productive work environment.
Content Outline	<ul style="list-style-type: none"> • Meaning and characteristics, factors affecting morale, types of morale, measurement of morale, improving morale, Employee Well-being and its impact on Morale, Job satisfaction, Team building.

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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Case solution - 15 marks
- Problem Solving - 15 marks
- Presentations - 10 marks
- Assignment - 10 marks

References:

- Case Studies, ICFAI Publication.
- Essentials of Human Resource Mgt & IR Personnel Mgt. P. Subba Rao, C. B. Mammoria, Himalaya Publication.
- HRM, Terry L. Leap, Maxwell Macmillan, 1990.
- HRM, Dr. C. B. Gupta Sultan Chand & Sons, 2003.
- Textbook of HRM, C.B. Mammoria, Himalaya Publication-2003.

Course Syllabus

Semester: III

3.2 Major (Core)

Marketing Specialization II

Course Title	Integrated Marketing Communication
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none">• Enable the student to understand the dynamics of communication required from marketing point of view.• Learn the use of various strategies of IMC and its relevance.• Understand the fundamentals of media management.• Study the Regulations and Ethical Concerns in Integrated Marketing Communication.
Module 1(Credit 1)	Introduction to Integrated Marketing Communication
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Understand the basics and process of Integrated Marketing Communication.• Enable students to learn the different elements widely used in Integrated Marketing Communication.
Content Outline	Concept and Process of Integrated Marketing Communications (IMC) Elements of IMC- <ul style="list-style-type: none">• Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns.• Sales Promotion - Relationship between Sales promotion and advertising, Different types of Sales Promotion• Publicity – Types of Publicity, relationship between advertising and publicity, Benefits of publicity• Personal Selling
Module 2(Credit 1).	Strategies of Integrated Marketing Communication
Learning Outcomes	After learning the module, learners will be able to

	<ul style="list-style-type: none"> • To study and make students aware about direct marketing and its methods • Learn the importance of event management and e-commerce in IMC
Content Outline	<ul style="list-style-type: none"> • Developing Media Strategies • E-Commerce • Corporate Communication • Event Management • Direct marketing and direct response methods • Overview of Digital Marketing
Module 3(Credit 1) Fundamentals of Media Management	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Study the media fundamentals along with role and jargons. • Learn about media buying.
Content Outline	<ul style="list-style-type: none"> • Media Management • Role of Media Planning • Media Jargons • Media Buying • Strategies and execution.
Module 4 (Credit 1) Regulations and Ethical Concerns in Integrated Marketing Communication	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Study the social responsibility aspects of IMC campaigns. • To make students design the campaigns on social aspects.
Content Outline	<ul style="list-style-type: none"> • Ethics and social responsibility in IMC campaigns Exercise • Formulate any social responsibility campaigns like save water/say no to the drugs/AIDS/Polio/Save energy/No smoking etc.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Assignments/Activities
1	Assignment on process of IMC.
2	Assignment on strategies of IMC.
3	Viva on fundamentals of media management.

4	Activity on designing the social responsibility issues.
	Total – 50 Marks

Internal – 50 Marks

External – 50 Marks

References:

- Advertising and Promotions-Belch & Belch, Tata McGraw Hill 2001
- Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia-Himalya Publishing
- Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2002
- Integrated Marketing Communications - Don E. Schultz, Stanley I. Tannenbaum, Robert F. Lauterborn, McGraw Hill Professional, 1993

Course Syllabus
Semester: III
3.3 Major

Course Title	Production Planning and Management
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Develop a foundational understanding of production planning and management. • Equip students with practical skills for managing production processes in businesses. • Introduce tools and techniques for efficient resource utilization. • Connect theoretical concepts with real-world applications in the commerce field.
Module 1 (Credit 1)	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, etc)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the concept and importance of production planning. • Differentiate between various types of production systems.
Content Outline	<p>Introduction to Production Planning</p> <ul style="list-style-type: none"> • Definition, objectives, and significance. • Scope of production planning in commerce • Types of Production Systems <p>Job production, batch production, and mass production.</p> <ul style="list-style-type: none"> • Choosing the appropriate production system for a business • Capacity Planning <p>Concept and importance of capacity utilization.</p> <ul style="list-style-type: none"> • Tools for capacity planning. <p>Resource Allocation and Scheduling</p> <ul style="list-style-type: none"> • Key factors in resource allocation. • Basic concepts of production scheduling and prioritization
Module 2 (Credit 1)	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Familiar with essential tools for managing production processes • Improve efficiency and reduce waste in production.
Content Outline	<p>Introduction to Production Management</p> <ul style="list-style-type: none"> • Role of a production manager. • Key functions in production management • Lean Production and Waste Reduction <p>Principles of lean manufacturing.</p> <ul style="list-style-type: none"> • Identifying and minimizing waste

	<ul style="list-style-type: none"> • Inventory Management • Types of inventories and their importance. • Inventory control methods (e.g., ABC analysis, EOQ model). • Quality Management • Importance of quality in production. • Basic concepts of quality control (e.g., Total Quality Management, Six Sigma). • Practical Problems on Inventory management
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE) :

Internal – NIL

External – 50 Marks

References:

- “Production and Operations Management” Author: K. Aswathappa & K. Shridhara Bhat, Publisher: Himalaya Publishing House
- “Operations Management” Author: R. Panneerselvam, Publisher: PHI Learning
- “Industrial Engineering and Production Management” Author: Martand Telsang, Publisher: S. Chand Publishing
- “Production and Operations Management” Author: S.N. Chary, Publisher: Tata McGraw Hill
- “Essentials of Operations Management” Author: Rajesh K. Jain, Publisher: VK Global Publications
- “Production and Operations Management” Author: Upendra Kachru, Publisher: Excel Books
- “Operations Research: Principles and Practice” Author: A. Ravindran, Don T. Phillips, and James J. Solberg (adapted by Indian editors), Publisher: Wiley India
- “Principles of Management: Production and Operations” Author: Dinkar Pagare, Publisher: Sultan Chand & Sons
- “Operations Management” Author: P. Rama Murthy, Publisher: New Age International Publishers
- “Production Planning and Control” Author: Prof. L.C. Jhamb, Publisher: Everest Publishing House

Course Syllabus

Semester: III

3.4 Minor stream

Course Title	Macro Economics
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Identify the various concepts of national income and their measurement. • Discuss the Keynesian approach to effective demand • Explain the post-Keynesian approach toward income determination and consumption function • Summarize the different aspects of supply and demand of money
Module 1 (Credit 1) National Income	
Learning Outcomes <i>(Specific related to the module..</i> <i>e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Learn different concepts of national income • Illustrate the circular flow of national income in closed and open economies. • Appraise the different methods of national income • Study the meaning and phases of trade cycles.
Content Outline	<ul style="list-style-type: none"> • Concepts of National Income - GNP, GDP, NNP, NDP, National Income - at Factor Cost and market price, Personal Income, Disposable Income. Per capita Income (PCI), Gross Value Added (GVA) • Measurement of National Income-Value Added Method, Income Method, Expenditure Method, Green Accounting Method • Circular flow of National Income in a closed economy and open economy • Meaning, characteristics, and Phases of Trade Cycles
Module 2(Credit 1) Keynesian Economics Analysis	
Learning Outcomes <i>(Specific related to the module..</i> <i>e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Grasp the principle of effective demand, aggregate demand, and supply. • Analyze the Keynesian consumption function • Explain the factors influencing the marginal efficiency of capital • Learn the principle of the investment multiplier
Content Outline	<ul style="list-style-type: none"> • Determination of income and employment with the help of effective demand • Consumption Function: Average and Marginal Propensities to Consume and Save, subjective and objective factors determining propensity to consume, • Investment Demand – Marginal efficiency of capital- Meaning, Formula, Diagram & Factors affecting MEC, Relation between MEC

	& Rate of Interest • Principle of Investment Multiplier-assumption, leakages, and importance
Module 3(Credit 1) Post- Keynesian Economics	
Learning Outcomes (<i>Specific related to the module..</i> <i>e.g. Define, Differentiate, Carry out, Design, etc. ...</i>)	After learning the module, learners will be able to • Explore the IS-LM model integrating commodity and money markets. • Analyze the principle of the accelerator and its interaction with the multiplier. • Review the post-Keynesian theories of consumption, • Evaluate the short-run and long-run Philips curve
Content Outline	• Principle of Accelerator-Interaction between Multiplier and Accelerator • Derivation of IS curve and LM curve and determination of rate of interest and national income within the framework of IS-LM Model • 3.3 Post-Keynesian Theories of Consumption – Dusenberry’s Relative Income Hypothesis of Consumption, Modigliani Life Cycle Hypothesis • Philips Curve – meaning of Philips curve, short run, and long-run Philips curve
Module 4 (Credit 1) Supply of and Demand for Money	
Learning Outcomes (<i>Specific related to the module..e.g. Define, Differentiate, Carry out, Design, etc</i>)	After learning the module, learners will be able to • Understand the determinants of money supply • Study the demand for money and its determinants. • Evaluate the theories of the value of money • Analyze the various aspects of inflation
Content Outline	• Supply of money –determinants of money supply, velocity of circulation of money, RBI measures of money supply– M1, M2, M3 & M4. • Concept of Demand for money, Keynes's theory of liquidity preference • Value of money – Fisher’s Cash transactions approach, Cambridge's Cash Balance approach • Inflation – Definition and Types of inflation, Cost-Push and Demand-Pull Inflation, Causes, Effects & Measures to control inflation, Concept of Deflation and Stagflation.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- 1– Assignments
- 2– Group Discussion
- 3– MCQ test
- 4- Group Presentation

Internal – 50 Marks

External – 50 Marks

References:

- Ahuja, H.L. (2019); Macro Economics, Theory and Policy, S. Chand and Co. Ltd.
- Sheth, M.L (2020)., Monetary Economics, MONETARY ECONOMICS -(TEXT)-For Graduate Honours and Post-Graduate Classes of Indian Universities and the I.A.S., I.E.S., I.S.S., C.A. & C.A. L.L.B. Examinations Paperback – , Lakshmi Narain Agarwal,
- Samuelson, P. A., & Nordhaus, W. D. (2020). Economics (20th ed.). McGraw-Hill Education.
- Mankiw, N. G. (2021). Macroeconomics (10th ed.). Worth Publishers.
- Dornbusch, R., Fischer, S., & Startz, R. (2018). Macroeconomics (13th ed.). McGraw-Hill Education.
- Kuznets, S. (1934). National Income, 1929-1932. National Bureau of Economic Research.
- Schumpeter, J. A. (1939). Business Cycles: A Theoretical, Historical, and Statistical Analysis of the Capitalist Process. McGraw-Hill.
- Keynes, J. M. (1936). The General Theory of Employment, Interest, and Money. Macmillan.
- Hicks, J. R. (1937). Mr. Keynes and the "Classics": A Suggested Interpretation. *Econometrica*, 5(2), 147-159.
- Harrod, R. F. (1939). An Essay in Dynamic Theory. *The Economic Journal*, 49(193), 14-33.
- Modigliani, F. (1944). Liquidity Preference and the Theory of Interest and Money. *Econometrica*, 12(1), 45-88.
- Tobin, J. (1958). Liquidity Preference as Behavior Towards Risk. *The Review of Economic Studies*, 25(2), 65-86.
- Duesenberry, J. S. (1949). Income, Saving, and the Theory of Consumer Behavior. Harvard University Press.
- Modigliani, F., & Brumberg, R. H. (1954). Utility Analysis and the Consumption Function: An Interpretation of Cross-Section Data. *Post-Keynesian Economics*, 1(1), 388-436.
- Phillips, A. W. (1958). The Relation Between Unemployment and the Rate of Change of Money Wages in the United Kingdom, 1861-1957. *Economica*, 25(100), 283-299.
- Fisher, I. (1911). The Purchasing Power of Money: Its Determination and Relation to Credit, Interest, and Crises. Macmillan.
- Marshall, A. (1923). Money, Credit, and Commerce. Macmillan.
- Keynes, J. M. (1936). The General Theory of Employment, Interest, and Money. Macmillan.
- Friedman, M. (1956). The Quantity Theory of Money: A Restatement. In *Studies in the Quantity Theory of Money*. University of Chicago Press.
- Mishkin, F. S. (2019). The Economics of Money, Banking, and Financial Markets (12th ed.). Pearson.

Course Syllabus
Semester: III
3.4 Minor stream

Course Title	Business Law I
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ol style="list-style-type: none"> 1. Understand the core principles of major Indian business laws including the Indian Contract Act, Sale of Goods Act, Indian Partnership Act, and the Negotiable Instruments Act. 2. Analyze and apply legal provisions related to contracts, sales transactions, partnerships, and negotiable instruments in practical business scenarios. 3. Develop the ability to resolve legal disputes and ensure compliance with relevant business laws in commercial settings. 4. Enhance critical thinking and problem-solving skills in the context of business law, promoting ethical decision-making and risk management.
Module 1 (Credit 1) Unit 1: Indian Contract Act, 1872 - I	
Learning Outcomes	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 5. Understand key concepts related to agreements and contracts, including the distinction between valid, void, voidable, contingent, quasi contracts, and e-contracts, as well as the differences between an agreement and a contract. 6. Analyze the essentials of an offer and acceptance, including the definition, types of offers (counter offer, standing/open offer), and conditions for valid proposal, acceptance, and revocation. 7. Evaluate the principles of capacity to contract, consent, and free consent, understanding the legal requirements for a contract to be binding, along with the significance of consideration and void agreements. 8. Apply the laws of contract termination and remedies for breach, including understanding agreements in restraint of trade, wagering agreements, quasi contracts, and the legal consequences of contract discharge.
Content Outline	<ol style="list-style-type: none"> 9. Definitions, Agreement, kinds of Agreements, 10. Contract- kinds of contracts: Valid, Void, Voidable, Contingent and Quasi Contract and E-contract, distinguish between Agreement and Contract. 11. Offer or Proposal- Definition, Essentials of Valid proposal or offer, counter offer, Standing or open offer, distinguish between offer and invitation to offer, 12. Acceptance- Definition, Essentials of a valid acceptance, Promise. 13. Communication of Offer and acceptance and Revocation. 14. Capacity to contract (Sec 10-12), Consent and Free Consent

	(Sec 13-22) 15. Consideration (Sec 2 and 25) and Void Agreements (Sec 24-30) 16. Agreement in restraint of trade, Wagering Agreements, Quasi Contracts 17. Discharge/Termination of Contracts, Remedies of Breach
Module 2 (Credit 1) Unit 2: Indian Contract Act, 1872 - II	
Learning Outcomes	After learning the module, learners will be able to
	18. Understand the key principles of indemnity, guarantee, bailment, pledge, and agency as outlined in the relevant sections of Indian law. 19. Analyze the rights, duties, and liabilities of parties involved in indemnity, guarantee, bailment, pledge, and agency relationships. 20. Apply the provisions of these laws to real-world business scenarios, ensuring compliance and resolving disputes effectively. 21. Evaluate the legal consequences of breaches or disputes in indemnity, guarantee, and bailment, pledge, and agency agreements.
Content Outline	22. Law of Indemnity and Guarantee (Sec 124-132, 147) 23. Law of Bailment and pledge (Sec 148,152-154,162, 172,178-179) 24. Law of Agency (Sec 182-185 & 201-209)
Module 3 (Credit 1) Unit 3: The Sale of Goods Act, 1930	
Learning Outcomes	After learning the module, learners will be able to
	25. Identify the distinction between a sale and an agreement to sell, including the concepts of goods, contract of sale, and ownership. 26. Understand the formation of a sale contract, and its conditions and warranties under the Sale of Goods Act. 27. Apply legal provisions regarding the transfer of property in goods, risk, and delivery of goods. 28. Analyze the remedies available for breach of contract in the sale of goods, such as damages, rejection, and specific performance. 29. Understand and differentiate between the rights of an unpaid seller and the remedies for the same.
Content Outline	30. Contract of sale, 31. Meaning and difference between sale and agreement to sell, 32. Conditions and warranties, 33. Transfer of ownership in goods including sale by a non-owner, 34. Unpaid seller – meaning, 35. Rights of an unpaid seller against the goods and the buyer
Module 4 (Credit 1) Unit 4: The Negotiable Instruments Act 1881	

Learning Outcomes	After learning the module, learners will be able to
	36. Understand the concept of negotiable instruments and their types (e.g., promissory notes, bills of exchange, and cheques). 37. Analyze the essential elements of negotiable instruments, including the roles and responsibilities of the parties involved. 38. Interpret the provisions related to the transfer and negotiation of negotiable instruments, including endorsements and holder in due course. 39. Examine the legal consequences of dishonor of negotiable instruments, including penalties for dishonor due to insufficient funds. 40. Demonstrate practical knowledge regarding the legal procedures in cases involving the dishonor of instruments and remedies such as filing a case under Section 138 of the Negotiable Instruments Act.
Content Outline	41. Definition, Features, Types, Parties of Negotiable Instruments: Promissory Note, bill of exchange, Cheque (Definition and Types) 42. Endorsement: Types of Endorsement 43. Holder and Holder in Due Course, Privileges of Holder in Due Course 44. Dishonor of Negotiable Instruments: Modes, Consequences, Notice of Dishonor; Noting and Protesting 45. Discharge of Negotiable Instruments: Meaning and Modes

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

	Assignments/Activities
	Written Test/ Assignment / Project Report/ Quiz/Debate
	Group Discussion / Case Study
	Presentations/Seminars/Workshop/ Any other innovative methods
	Total – 50 Marks

Internal – 50 Marks

External – 50 Marks

References:

46. Avtar Singh – Law of Contract & Specific Relief (Eastern Book Company, 13th Edition, 2022)
47. R.K. Bangia – Law of Contract – Part I & II (Allahabad Law Agency, 2021)
48. M.C. Kuchhal – *Business Law* (Vikas Publishing House, 7th Edition, 2022)

49. Pollock & Mulla – *The Sale of Goods Act & The Indian Partnership Act* (LexisNexis, 12th Edition, 2019)
50. R.K. Bangia – *Negotiable Instruments Act* (Allahabad Law Agency, 2021)
51. Bhashyam & Adiga – *The Negotiable Instruments Act* (LexisNexis, 20th Edition, 2020)

Course Syllabus

Semester III

3.4 Minor stream

Course Title	Business Accounting I
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Understand the basic concept of consignment and its accounting treatment. • Analyze the accounting treatments for the admission and retirement or death of a partner. • Examine the procedure of conversion of partnership firm into a Ltd company. • Examine the procedure of issue of shares.
Module 1 (Credit 1) Consignment Accounting	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the impact of globalization where business is carried out on a large scale across various geographies with the help of agents. • Learn the expansion of business and maximization of profits by increasing sales through agents. • To make use of agents to capture the market and minimize overhead costs.
Content Outline	<p>Theory-</p> <ul style="list-style-type: none"> • Meaning of various terms such as- consignment sale, consignor, consignee, account sale, Pro-forma invoice etc. • Difference between sale and consignment • Concept of normal and abnormal loss, commission on sales and valuation of closing stock. • Advantages and other features of consignment sale. <p>Problems on-</p> <ul style="list-style-type: none"> • Accounting treatment and accounting entries in the books of consignor and consignee • Preparation of ledger accounts in the books of consignor and consignee including valuation of normal and abnormal losses and recording the valuation of closing stock.
Module 2 (Credit 1) Partnership Final Accounts based on Adjustment of Admission of Partner and Retirement/Death of Partner	

Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand Partnership as a form of business organization • Understand the legal aspects of partnership • Understand the adjustments and journal entries and effects of the adjustments to Final Accounts • Understand the adjustments related to Goodwill and Reserves on admission of a partner • Prepare the accounting treatments after Admission of a partner into the firm
Content Outline	<p>Theory-</p> <ul style="list-style-type: none"> • Introduction to partnership as a form of business organization. • Concept of Partnership deed. Main provisions in the Indian Partnership Act., Rights & duties of partners, • Provisions governing admission of a partner. • Provisions governing retirement or death of a partner. • Effect on Profit sharing ratio. Legal representative of the dead partner. <p>Problems on-</p> <ul style="list-style-type: none"> • Revaluation of Assets and Liabilities on Admission/Retirement • Adjustments related to Goodwill and Reserves • Preparation of Ledger Accounts and final accounts after admission of a partner/ Retirement/Death of a Partner
Module 3 (Credit 1)	
Conversion / Sale of a Partnership Firm into a Ltd. Company	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Compute the Purchase Consideration. • Prepare Ledger Accounts and Balance Sheet of New Firms after amalgamation.
Content Outline	<p>Theory-</p> <ul style="list-style-type: none"> • Legal Provisions for Conversion • Procedure for Conversion • Accounting Treatment of Conversion <p>Problems on -</p> <ul style="list-style-type: none"> • Realization method only • Calculation of New Purchase consideration, • Preparation of Journal / Ledger Accounts of firms.
Module 4 (Credit 1)	
Issue of Shares	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the procedure of issue of shares; • Compute the share money in lump sum or in two or more instalments; • Calculations of issue of shares at par, at premium, or at discount • Pass journal entries to record the issue of shares • Explain the terms calls in arrears and calls in advance.

Content Outline	<p>Theory</p> <ul style="list-style-type: none"> • Issue of Shares, Introduction, Definition, • Company Finance, • Kinds of Shares, • Different modes of raising capital, • Public issue, • Allotment of shares. <p>Problems on:</p> <ul style="list-style-type: none"> • Calculations of issue of shares at par, at premium, or at discount • Accounting Treatment, Journal, Ledger • Preparation of Balance sheet with treatment of calls in advance, calls in arrears.
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

	Assignments/Activities
	Written Test/ Assignment / Project Report/ Quiz/Debate
	Group Discussion / Case Study
	Presentations/Seminars/Workshop/ Any other innovative methods
	Total – 50 Marks

Internal – 50 Marks

External – 50 Marks

References:

- Agarwal, S.P. Advanced Financial Accounting. Taxmann Publications, 2017.
- Hanif, M., and Mukherjee, S. Advanced Accounting (Volume II). Tata McGraw-Hill Education, 2016.
- Jain, S.P., and Narang, K.L. Advanced Financial Accounting. Kalyani Publishers, 2017.
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Sons, 2018.

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COURSE SYLLABUS

Semester: III

3.4-Minor stream

Course Title	Introduction to Entrepreneurship
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none">• Understand the fundamental concepts of entrepreneurship.• Develop an entrepreneurial mind set and problem-solving skills.• Learn how to create and manage a business plan.• Analyze the role of innovation in business success.• Explore financing options and risk management strategies.
Module 1 (Credit 1)	Entrepreneurship
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Understand the concept of entrepreneurship and its impact on economic and social development.• Recognize the role of entrepreneurs in driving innovation and economic growth.
Content Outline	<ul style="list-style-type: none">• Definition and importance of entrepreneurship• Characteristics of successful entrepreneurs• Role of Entrepreneur in economic development• Types of Entrepreneurs
Module 2 (Credit 1)	Introduction to Project
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Understand the meaning and classification of projects.• Gain knowledge of the project lifecycle and key stages.
Content Outline	<ul style="list-style-type: none">• Meaning and Definition• Project Classification• Project Lifecycle• Steps in project formulation• Contents of Project Report
Module 3 (Credit 1)	Women Entrepreneurs

Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the concept of women entrepreneurship and its significance. • Identify the key factors that motivate women to start businesses.
Content Outline	<ul style="list-style-type: none"> • Introduction • Factors inducing women Entrepreneurs • Problems and Solutions • Various schemes and assistance given to women Entrepreneurs.
Module 4 (Credit 1) Support and Assistance for Entrepreneur	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the role of commercial banks and financial institutions in supporting entrepreneurs. • Gain knowledge about various government agencies providing institutional support.
Content Outline	<ul style="list-style-type: none"> • Commercial Banks SIDBI, SFC, RBI • Institutional Support- DIC, NSIC, SIDCO, NABARD, SSIC, TCO, • Concept of Micro Finance • SKS Microfinance (India) • Bandhan Bank (India)

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – 50 Marks

Sr No	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	Presentations/Seminars/Workshop/ Any other innovative methods
	Total – 50 Marks

External – 50 Marks

References:

- S.S. Khanka – *Entrepreneurial Development* (S. Chand & Co.)2016
- C.B.Gupta & N P Srinivasan, *Entrepreneurship Development*, Sultanchand & Sons 2015.

- Michael Vaz, entrepreneurship Development, Manan Prakashan 2014
- E Gordon & K Natrajan, entrepreneurship Development, Himalaya Publishing house 2005.

Course Syllabus**Semester: III****3.5 OEC**

Course Title	Customer Relationship Management (CRM)
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Understand the fundamentals of Customer Relationship Management (CRM), explaining its concept and recognizing its significance in driving business success. • Analyze CRM systems by differentiating between various types, including Operational, Analytical, and Collaborative, and understanding their applications in business • Build and maintain customer relationships by identifying effective strategies for acquiring and retaining customers while fostering loyalty and trust. • Understand customer needs by analyzing their expectations and delivering personalized and effective CRM solutions. • Evaluate the benefits of effective CRM by assessing the advantages of implementing strong practices that enhance customer satisfaction and drive business growth.
Module 1 (Credit 1) : Introduction to Customer Relationship Management	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the definition and importance of CRM in business. • Learn the different types of CRM systems. • Recognize the benefits of implementing CRM strategies.
Content Outline	<ul style="list-style-type: none"> • What is Customer Relationship Management (CRM)? • Importance of CRM in business • Key concepts in CRM • Types of CRM systems (Operational, Analytical, Collaborative) • Benefits of effective CRM
Module 2 (Credit 1) : Building Customer Relationships	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Learn the difference between customer acquisition and retention. • Understand the importance of customer loyalty and trust. • Identify techniques to personalize customer interactions and build lasting relationships.
Content Outline	<ul style="list-style-type: none"> • Customer acquisition vs. Customer retention • Customer loyalty and trust • Understanding customer needs and expectations

	<ul style="list-style-type: none"> • Personalization in CRM • Techniques for building strong relationships with customers
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- "Customer Relationship Management" by V. Kumar and Werner Reinartz, Publisher: Pearson Education.
- "Customer Relationship Management: Concepts and Tools" by Francis Buttle, Publisher: Wiley India.
- "Customer Relationship Management: A Strategic Approach" by Sunil Soni, Publisher: Jaico Publishing House.
- "Essentials of Customer Relationship Management" by S. Shajahan, Publisher: Wiley India.
- "Customer Relationship Management: A Managerial Perspective" by Jagdish N. Sheth and Rajendra S. Sisodia, Publisher: Tata McGraw-Hill Education.
- "Relationship Marketing and Customer Relationship Management" by Shankar G. and Lalitha A., Publisher: Wiley India.
- "Customer Loyalty: Toward an Empirical Approach" by R. K. Gupta, Publisher: Sage Publications.
- "The Customer Experience 3.0" by John A. Goodman, Publisher: Pearson.
- "Customer Relationship Management in the Digital Age" by Shailendra Nigam and Sudhir Rajpal, Publisher: Sage Publications.

Course Syllabus
Semester: III
3.5 OEC

Course Title	Introduction to Advertising
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Understand the fundamentals of advertising, including its role and key principles. • Develop strategies for designing and implementing impactful advertising campaigns. • Analyze the process of brand building and learn techniques to create and sustain strong brands. • Explore special-purpose advertising units and their applications in various industries. • Evaluate the effectiveness of advertising initiatives and optimize campaigns for better results.
Module 1 (Credit 1) Introduction to Advertising	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the fundamentals of advertising, including its principles, mediums, and role in influencing consumer behavior and market trends. • Gain foundational knowledge of brand building and learn to create effective, audience-tailored advertisements using various advertising strategies and special-purpose units.
Content Outline	<ul style="list-style-type: none"> • Advertising: Concept, Features, Evolution of Advertising, Active Participants, Benefits of advertising to Business firms and consumers. • Classification of advertising: Geographic, Media, Target audience and Functions. • Integrated Marketing Communications (IMC)- Concept, Features, Elements, Role of advertising in IMC • Economic Aspect – Effect of advertising on consumer demand, competition and price. Waste in advertising. • Social Aspect – Advertising and Cultural values, Ethical and Social issues in advertising, Advertising and Standard of living.
Module 2 (Credit 1) Advertising Brand Building and Special Purpose Advertising	
Learning Outcomes	<p>After learning the module, learners will be able to</p>

<i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<ul style="list-style-type: none"> • Understand the principles and techniques of advertising, including its role in brand building and consumer engagement. • Develop effective brand-building strategies and create impactful advertisements tailored to specific purposes and audiences.
Content Outline	<ul style="list-style-type: none"> • Brand Building: The Communication Process, AIDA Model, Role of advertising in developing Brand Image and Brand Equity, and managing Brand Crises. • Special purpose advertising: Rural advertising, Political advertising-, Advocacy advertising, Corporate Image advertising, Green Advertising – Features of all the above special purpose advertising. • Trends in Advertising: Media, Ad spends, Ad Agencies, Execution of advertisements.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- Advertising and Promotion: An Integrated Marketing Communications Perspective George Belch and Michael Belch, 2015, 10th Edition, McGraw Hill Education
- Contemporary Advertising, 2017, 15th Edition, William Arens, Michael Weigold and Christian Arens, Hill Higher Education
- Strategic Brand Management – Kevin Lane Keller, 4th Edition, 2013 – Pearson Education Limited
- Advertising: Planning and Implementation, 2006 – Raghuvir Singh, Sangeeta Sharma – Prentice Hall

Course Syllabus
Semester: III
3.5 OEC

Course Title	Introduction to Export Marketing
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • To understand the fundamentals and Importance of Export Marketing. • To acquaint the students with the knowledge of composition and direction of India's Export trade • To gain knowledge of various trade barriers and trading blocs in the International market • To develop understanding about India's Foreign Trade Policy & Export Promotion Organizations. • To equip students about the knowledge of role of logistic in the International trade & Role of technology in emerging export marketing.
Module 1 (Credit 1): Fundamentals of Export Marketing	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • To understand fundamentals of export marketing and its significance. • To acquaint knowledge of composition and direction of India's Export Trade • To learn about trade barriers and trading blocs in the International Market • To Learn about Foreign Market Selection Process
Content Outline	<ul style="list-style-type: none"> • Concept and Significance of Export Marketing • Composition and Direction of India's Export trade • Trade barriers and Trading Blocs in the International Markets • World Trade Organisation and – Objectives & Functions • Foreign Market Selection Process
Module 2 (Credit 1): India's Foreign Trade Policy & Export Promotion Organisations	
Learning Outcomes	After learning the module, learners will be able to

<i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<ul style="list-style-type: none"> • To understand India's Foreign Trade Policy and Trade Facilitations • To gain knowledge of various export promotions organization and export marketing organizations • To learn students about knowledge of role of logistic in International trade its challenges and solutions • To understand role of technology in emerging trends
Content Outline	<ul style="list-style-type: none"> • India's foreign Trade policy 2015-20 -Highlights & Implications • Objectives of India's foreign trade policy • Benefits to the status holders • Export Promotions organisations & Export Marketing organisations • Role of logistic in International trade its challenges and solutions • Role of technology in emerging trends

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- Export management, By Balagopal, T.A.S. (Himalaya publishing house)
- Export Import Procedure & Documentation. By N.G. Kale (Vipul prakashan)
- Export Marketing. By Vaz, Michael. (Manan Prakashan)
- International Trade Policy. By Robertson, David (McMilan publication)
- International Trade theory & practice. By P.N. Roy. (Wiley Eastern Lt.)
- International Trade & export management. By Cherunilam Frances (Himalaya publishing House)
- Export Marketing. By Rathar. (Himalaya Publishing House)
- Vishva vyapar Sangathan & Bhartiya
- Aarthvyavastha. By Ramnaresh Pandey. (Atlantic Publisher & Distributors)
- International Marketing by Philip R. Cateora and John L. Graham
- Government of India EXIM Policy Documents
- Export Promotion Websites: DGFT, EXIM Bank, ECGC
- Articles from WTO, UNCTAD, and World Bank Reports

Course Syllabus
Semester: III
3.5 OEC

Course Title	Industrial Psychology - Organizational Behaviour
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Understand the foundations of Organizational Behaviour
	<ul style="list-style-type: none"> • Link managerial roles to organizational demands
	<ul style="list-style-type: none"> • Map attitudes that influence work behavior
	<ul style="list-style-type: none"> • Outline factors affecting work behavior
Module 1 (Credit 1) Organisational Behaviour	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Appraise the contributions of various disciplines to Organizational behavior
	<ul style="list-style-type: none"> • Analyse the roles and challenges of managing organizational behaviour
Content Outline	<ul style="list-style-type: none"> • What is Organisational behaviour. Importance of interpersonal skills • Disciplines contributing to the field of OB • Management and Organisational Behaviour • Challenges and Opportunities in OB
Module 2 (Credit 1) Attitudes at Workplace	
Learning Outcomes <i>(Specific related to the module.</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Infer attitudes underlying patterns of work behaviour

<i>e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<ul style="list-style-type: none"> Utilize understanding of job attitudes to increase job satisfaction
Content Outline	<ul style="list-style-type: none"> Introduction to the concept of attitudes Attitudes and behaviour Job Attitudes Job Satisfaction

Internal Exam -Nil

External Exam -50 Marks

References:

Robbins, S.P, and Judge, T.A. (2016). Organizational Behavior, 17th Edition. Pearson Prentice Hall, New Delhi. India

Additional Texts:

Butler, M and Rose, E (2011) Introduction to Organisational Behaviour. Jaico Publishing House, Mumbai. Clegg, S., Korberger, M and Pitsis, T (2012) Managing and Organizations: An Introduction to Theory and Practice. Sage Publications, New Delhi.

Cooper, C.L (2011) Organizational Health and Wellbeing. Vol 1, 2, 3. Sage Publications, New Delhi

Muchinsky, P. (8th Edition). Psychology Applied to Work.

Robbins, S., Judge, T. & Sanghi, S. (2009). Organizational Behavior (13th Ed). Pearson Prentice Hall.

Luthans, F. (2008). Organizational Behavior (11th Ed). Mc Graw Hill International Edition. ISBN: 978-007-125930-9. Singapore.

Singh, K. (2015). Organizational Behavior. Texts and Cases (3rd Ed). Vikas Publishing House Pvt. Ltd. New Delhi

Course Syllabus
Semester: III
3.5 OEC

Course Title	MARKETING MANAGEMENT
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Understand and analyse the Concept and Significance of Marketing Management. • Understand Marketing System mechanism and role of International Marketing Management • Strategic Marketing Management, & Difference between Marketing Management & Strategic Marketing Management. • Understand, know and analyse Changing Marketing Scenario
Module 1 (Credit-1) INTRODUCTION TO MARKETING MANAGEMENT	
Learning Outcomes	<p>After learning the module, learners will be able to:</p> <ul style="list-style-type: none"> • Understand the Nature, Concepts of Marketing • Know the Functions and Importance of Marketing Management • Understand the Strategic Marketing Management & difference Between Traditional Marketing Management
Content Outline	<ul style="list-style-type: none"> • Marketing Management-Meaning and Nature of Marketing Management. • Functions and Importance of Marketing Management, • Concepts of Marketing, • Strategic Marketing Management, Difference between Marketing Management & Strategic Marketing Management
Module 2 (Credit 1) Marketing Planning & Changing Marketing Environment:	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • To acquaint the students with Marketing Planning & its process. • Understanding Marketing Mix. • Identifying & Analyzing Sales forecasting. • Know the factors Basis of segmentation.
Content Outline	<ul style="list-style-type: none"> • Marketing Planning-Concept, Significance & Process of Marketing Planning. • Marketing Mix- Meaning and Elements of Marketing Mix. • Sales forecasting-Concept, Methods and Importance. • Market Segmentation-Meaning, features, and Basis of segmentation.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- Philip Kotler, (2015). Marketing Management. Pearson Education Asia, Prentice Hall, 12th edition.
- Philip Kotler & Kevin Keller, (2016). Marketing Management, 4Th edition.
- Rajan Saxena, (2015). Marketing Management, Tata McGraw Hill Education Private Limited New Delhi, 4th Edition.
- Pride William M. & Ferrell O.C. (2015). Marketing Concepts and Strategies, Biztantra, New Delhi, Twelfth edition.
- Peter Drucker, (2014). Management Challenges for the 21St Century, Harper Collins Publishers, New York,
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing Management. Pearson.
- Dr. S. L. Gupta & Sumitra Pal, (2020) Consumer Behavior- An Indian Perspective (4nd Edition), Sultan Chand & Sons.
- Philip Kotler, Principles of Marketing Management (19th Edition), Pearson.

Course Syllabus
Semester: III
3.5 OEC

Course Title	Industrial Statistics
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Apply concepts of probability and solve the problems • Apply concepts of binomial, Poisson and normal distribution for problems. • Application of decision theory. • Solve the problems using expected monetary value.
Module 1 (Credit 1)	Theory of Probability:
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc)	After learning the module, learners will be able to
	<ol style="list-style-type: none"> 1. Understand the concept of Probability. 2. Solve simple Probability Questions
Content Outline	<ul style="list-style-type: none"> • Approaches to the calculation of probability. • Calculation of event probabilities. Addition and multiplication laws of probability (Proof not required). • Conditional probability and Bayes' Theorem (Proof not required). • Expectation and variance of a random variable.
Module 2 (Credit 1)	Probability Distributions:
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand different probability distributions and their properties • Solve problems of different probability distributions
Content Outline	<ul style="list-style-type: none"> • Binomial distribution: Probability distribution function, Constants, Shape, Fitting of binomial distribution • Poisson distribution: Probability function, (including Poisson approximation to binomial distribution), Constants, Fitting of Poisson distribution • Normal distribution: Probability distribution function, Properties of normal curve, Calculation of probabilities

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- Statical techniques by S.P Gupta Sultan and Chand prakashan.

Course Syllabus
Semester: III
3.5 OEC

Course Title	Basics of Co-operative Management
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Understand the fundamental concepts and principles of co-operation. • Analyze the types of co-operative institutions and their functions. • Evaluate the significance of agriculture co-operatives and their role in rural development. • Differentiate between various forms of co-operatives and understand relevant legal frameworks.
Module 1 (Credit 1)	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Define the meaning, definition, and features of co-operation. • Differentiate between the principles of co-operation and other economic principles. • Analyze the role of co-operation in economic development in India. • Evaluate the functions and importance of each type of co-operative institution.
Content Outline	<ul style="list-style-type: none"> • Introduction to Co-operative movement in India Meaning and definition of co-operation. • Features of co-operation. • Historical development and principles of co-operation. • Contribution of co-operatives to economic growth in India. • Overview of co-operative institutions:
Module 2 (Credit 1)	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Explain the structure and functions of agricultural co-operatives. • Assess challenges faced by co-operatives like NAFED and suggest remedies. • Analyze the significance of co-operative farming and its limitations. • Evaluate the relevance of single-purpose and multi-purpose co-operatives in the modern economy.

Content Outline	<ul style="list-style-type: none"> • Structure and functions of agricultural co-operatives. • Co-operative Marketing- Structures, Functions, Problems & remedies • NAFED: Functions, problems, and remedies. • Types and issues in co-operative farming. • Single-purpose vs multi-purpose co-operatives • Summary of key co-operative laws in India.
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- "Cooperative Management: Principles and Practices" by K.K. Taimni.
- "Cooperative Banking in India" by M.S. Sundaram.
- "Principles of Cooperative Management" by B.S. Mathur.
- "Cooperatives in India: Issues and Trends" by N. Sivagnanasothy.
- "The Evolution of Cooperative Thought" by D.K. Shekhawat.
- Karve D. G.: Co-operative Principles and substance London ICA 1968 Page 3
- Watkins W. P.: Co-operative Principles today and Tomorrow Holyoake Books Manchester U. K.
- Acharya S. S. K.: Agriculture Marketing In India.
- Desai Basant: Rural Development Issues And Problems, Himalaya Publishing House Bombay
- Mahalingm S.: History of Labour Co-operative in India. (Journal Apr.1995)
- Ruddar Datt and KPM Sunderam : Indian Economics, S. Chand Publication 2004/05
- Mathur G. R.: Co-operatives In India
- Kulkarni K. R.: Theory & Practice of Co-operation in India, Volume I&II.
- Hajela T. N.: Principles & Problems of Co-operation.
- Sharada V.: The Theory of Co-operation

Course Syllabus
Semester: III
3.5 OEC

Course Title	Introduction to Treasury & Risk Management
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Demonstrate a thorough understanding of treasury management principles and practices. • Define treasury management, explain its scope, and describe its key functions, including cash management, liquidity management, financing, and risk management • Assess the various types of financial risks (interest rate, currency, and commodity risk) and develop hedging strategies. • Identify financial risks in treasury operations and implement appropriate hedging strategies using derivatives to mitigate interest rate, currency, and commodity risks • Assess the organizational structure of a treasury function, understand the role of Treasury Management Systems (TMS), and apply best practices in corporate governance and strategic financial decision-making.
Module 1 (Credit 1): Introduction to Treasury Management	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<ul style="list-style-type: none"> • Define treasury management, outline its key functions and describe its role in corporate governance and strategy. • Evaluate the organizational structure of a treasury function and understand the role of Treasury Management Systems in enhancing efficiency and control.
Content Outline	<ul style="list-style-type: none"> • Definition and scope of treasury management. • Key functions of a treasury department (cash management, liquidity management, financing, and risk management). • Role of the treasury in corporate governance and strategy. • Overview of Treasury Management Systems (TMS). • Organizational structure of a treasury function.
Module 2 (Credit 1): Risk Management in Treasury	
Learning Outcomes	After learning the module, learners will be able to
<i>(Specific related to the module.. e.g. Define,</i>	<ul style="list-style-type: none"> • Recognize key financial risks, including interest rate risk, currency risk, and commodity risk, and apply appropriate measurement techniques to evaluate their impact.

<i>Differentiate, Carry out, Design, etc. ...)</i>	<ul style="list-style-type: none"> • Implement hedging strategies using derivatives and apply effective risk management techniques to mitigate market and operational risks in treasury operations.
Content Outline	<ul style="list-style-type: none"> • Financial risk identification and measurement (interest rate risk, currency risk, commodity risk). • Hedging strategies using derivatives (forward contracts, options, and swaps). • The role of treasury in managing market risk and operational risk. • Interest rate and currency risk management techniques. • Case studies on risk management in treasury operations.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- Steven M. Bragg., Treasury Management: The Practitioner's Guide.
- Hong Kong Institute of Bankers (HKIB), Corporate Treasury Management.
- Stanley Myint and Fabrice Famery, The Handbook of Corporate Financial Risk Management.
- P. V. Viswanath, Treasury Management: A Practitioner's Guide.
- Aaron Brown, Financial Risk Management for Dummies.

Course Syllabus
Semester: III
3.5 OEC

Course Title	Economics System
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Understand the evolution and classification of economic systems and their impact on economic activities. • Analyze the role of incentives in various economic systems and their effect on economic decision-making. • Evaluate the efficiency criteria of different economic systems and their importance in economic growth. • Assess the significance of economic freedom and its role in the smooth functioning of an economy. • Develop a comparative understanding of different economic systems concerning social justice and development
Module 1(Credit 1)	Unit 1: Introduction to Economics System
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Define and explain the concept of an economic system. • Classify different types of economic systems (Capitalism, Socialism, and Mixed Economy). • Understand the functions and importance of economic systems in resource allocation. • Analyze the relationship between economic systems and social justice.
Content Outline	<ul style="list-style-type: none"> • Economics System- meaning & Definition, Evolution of Economics System • Classification of Economics System • Functions and importance of various economic systems • Economics Systems and Social Justice
Module 2(Credit 1)	Unit 2: Incentive
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Define incentives and classify them into different types (monetary, non-monetary, moral, etc.). • Examine the role of incentives in motivating economic agents. • Compare how incentives work in different economic systems. • Assess the importance of incentives in driving economic growth and efficiency.
Content Outline	<ul style="list-style-type: none"> • Incentive-Meaning, Types of Incentives • Important Incentives under Various Economics Systems • Role of incentives in motivating economic agents.

	<ul style="list-style-type: none"> • Compare how incentives work in different economic systems. • Meaning, types of Economic freedom under various economic Systems.
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL- Marks

External – 50-Marks

References:

- Samuelson, P. A., & Nordhaus, W. D. (2020). Economics (20th ed.). McGraw-Hill Education.
- Mankiw, N. G. (2021). Principles of Economics (9th ed.). Cengage Learning.
- Stiglitz, J. E. (2015). The Price of Inequality: How Today's Divided Society Endangers Our Future. W.W. Norton & Company.
- Friedman, M. (1962). Capitalism and Freedom. University of Chicago Press.
- Sen, A. (1999). Development as Freedom. Oxford University Press.
- North, D. C. (1990). Institutions, Institutional Change, and Economic Performance. Cambridge University Press.
- Keynes, J. M. (1936). The General Theory of Employment, Interest, and Money. Macmillan.
- Schumpeter, J. A. (1942). Capitalism, Socialism, and Democracy. Harper & Brothers.
- Hayek, F. A. (1944). The Road to Serfdom. University of Chicago Press.
- Dornbusch, R., Fischer, S., & Startz, R. (2018). Macroeconomics (13th ed.). McGraw-Hill Education.

Academic Year: 2025-26

Course Syllabus

Semester: III

3.5 OEC

Course Title	Financial Accounting Insights
Course Credits	2
Course Outcomes	After going through the course, learners will be able to <ul style="list-style-type: none">• Understand the various types of Calculating Depreciation and its effects on the business• Familiarize with the basics of foreign exchange transactions and its terminologies.
Module 1 (Credit 1) Depreciation Accounting	
Learning Outcomes	After learning the module, learners will be able to <ul style="list-style-type: none">• Understand the basic fundamentals of need and method of providing depreciation.• To correlate the life span of the asset with yearly extinguishment as expenditure.
Content Outline	Theory: <ul style="list-style-type: none">• Introduction, Definition,• Identify Factors affecting depreciation,• Explain the purpose of depreciation,• Methods of calculating depreciation. Problems on: <ul style="list-style-type: none">• Accounting Treatment,• Calculation of depreciation by Fixed Instalment Method,• Reducing Balance Method,• Change in the Method of Depreciation.• Preparation of Assets Account and Depreciation Account.
Module 2 (Credit 1) Accounting for Foreign Currency Transactions	
Learning Outcomes	After learning the module, learners will be able to <ul style="list-style-type: none">• Understand the basics of foreign exchange transactions• Understand characteristics of foreign exchange markets• Comprehend the terminologies used in FOREX markets• Understand the accounting aspects of the transactions

Content Outline	Theory: <ul style="list-style-type: none"> • Participants of Foreign Exchange Markets, • Characteristics of Foreign Exchange Market, • Major Foreign Currencies that Trade Worldwide, • Meaning of Important Terms, • Requirements of Accounting Standard 11, • Accounting Procedure for Foreign Currency Transactions Problems on: <ul style="list-style-type: none"> • Journal Entries for foreign Exchange transactions – Import and Export, • Receipts and payments, • Purchase of fixed assets in foreign currency. • Accounting for year-end adjustments
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Assignments/Activities
1	Written Test/Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study/Field Visit Report
3	Presentations/Seminars/Workshops/Any other innovative methods
	Total 50 Marks

Internal – 50 Marks

External – 50 Marks

References:

- Ainapure, Advance Accounting, Manan Prakashan –Mumbai, 2023
- Choudhary, Corporate Accounting, Sheth Publishers, - Mumbai, , 2023
- Kishnadwala, Financial Accountancy & Management, Vipul Prakashan, Mumbai, 2022
- R.L.Gupta, Advance Accountancy, Sultan Chand & Sons - Delhi, 2023
- Shukla & Grewal, Advance Accountancy, S. Chand & Co – Delhi, 2023

Course Syllabus

Semester: III

3.5 OEC

Course Title	Business Communication
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none">• Acquire essential skills for effective business communication.• Interpret visual data from verbal data and vice-versa.• Know about the types of meetings, and draft minutes of meetings, circulars, representations, and memos.• Draft Credit and Collection letters.
Module 1 (Credit 1) Essential of Routine Business Communication	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Interpret data from visual to verbal and verbal to visual.• Know about various types of meetings, roles and responsibilities of the Chairperson, members and participants.• Draft notices, agenda and minutes of meetings, and draft representations, circulars memos
Content Outline	<ul style="list-style-type: none">• Interpreting Data: Visual to Verbal and Verbal to Visual• Business Meetings: Types of Meetings; Preparing for a Meeting; Role and Responsibilities of Chairperson, Members and Participants, and Etiquettes.• Notices, agenda and minutes of meetings, and representations, circulars and memos.
Module 2 (Credit 1) Business Letters & Emails- Credit and Collection	
Learning Outcomes	After learning this module, learners will be able to
	<ul style="list-style-type: none">• Learn the theory of Credit and Collection Letters.• Draft Credit and Collection letters.
Content Outline	<ul style="list-style-type: none">• Theory: Credit and Collection Letters• Writing Credit Letters.• Writing Collection Letters.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE) :

Internal – NIL

External –50- Marks

References:

- Bovee, Courtland L., and John V. Thill. Business Communication Today. 14th ed., Pearson, 2018.
- Doctor, Anjali, and Aspi Doctor. Business Communication. Sheth Publishers, 2019.
- Guffey, Mary Ellen, and Dana Loewy. Essentials of Business Communication. 10th ed., Cengage Learning, 2016.
- Knaflitz, Cole Nussbaumer. Storytelling with Data: A Data Visualization Guide for Business Professionals. Wiley, 2015.
- Jain, Piyanka, and Puneet Sharma. Behind Every Good Decision: How Anyone Can Use Business Analytics to Turn Data into Profitable Insight. AMACOM, 2014.
- Locker, Kitty O., and Stephen Kyo Kaczmarek. Business Communication: Building Critical Skills. 6th ed., McGraw-Hill Education, 2013.
- Locker, Kitty O., and Donna S. Kienzler. Business and Administrative Communication. 11th ed., McGraw-Hill Education, 2015.
- Rai, Urmila. Business Communication. Himalaya Publishing House, 2014.
- Williams, Venecia. "Chapter 6: Emails, Memos and Letters." Fundamentals of Business Communication. BCcampus Open Textbooks, 2020.

FP

3.7 Major (Core)

Course Title +	Field Work in Management Studies
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none">• Apply management concepts and theories to real-world business situations.• Gain practical experience in business operations and management functions.• Develop problem-solving, decision-making, and communication skills in a business environment.• Understand organizational structures, management practices, and strategies.• Work effectively in teams, manage tasks, and adapt to dynamic business environments.
Module 1(Credit 1)	Organizational Understanding and Management Functions
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none">• Understand the key management functions (planning, organizing, leading, and controlling) in practice.• Get hands-on exposure to business operations, departmental coordination, and strategy implementation.• Learn how to apply management principles to real business scenarios.
Content Outline	<ul style="list-style-type: none">• Introduction to the Organization:• Key Management Functions:<ul style="list-style-type: none">○ Planning:○ Organizing:○ Leading:○ Controlling:• Management Practices in Action:• Teamwork and Coordination:
Module 2(Credit 1)	Problem Solving, Decision Making, and Reporting

Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Develop critical thinking and problem-solving skills to address organizational challenges. • Understand how decisions are made at different levels of management. • Document and report field experiences and observations effectively.

Content Outline	<ul style="list-style-type: none"> • Problem Identification and Decision Making: • Managing Organizational Change: • Workplace Culture and Communication: • Reporting and Reflection:
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Rubrics for Evaluation of Field Project Work

Sr. No	Type of Evaluation	Criteria for Evaluation	Marks Obtained	Total
1.	Field Project Work (25) Internal Assessment (To be filled by Internal Examiner)	A) Field Project Work (15)		
		1) Conceptual Framework (5)		
		2) Relevance (5)		
		3) Methodology (5)		
		B) Skills (10)		
		1) Analytical (3)		
		2) Problem Solving (3)		
2	Project Report Presentation and Viva (25) Internal Assessment (To be filled by Internal Examiner)	3) Professional Judgement (4)		
		A) Project Report (15)		
		1) Content (4)		
		2) Analysis and Interpretation of the data (7)		
		3) Presentation and Layout of the Report (4)		
		B) Presentation (5)		
		C)Project Viva (5)		
		Total		

B.COM In Management Studies

Semester IV

Academic Year: 2025-26

Course Syllabus

Semester: IV

1.1 Major (Core)

(Finance Specialization III)

Course Title	Advanced Financial Management
Course Credit	4
Course Outcomes	<p>After going through the course, learners will be able to –</p> <ul style="list-style-type: none">• Develop the ability to develop strategic financial plans and analyze financial statements for sound decision-making.• Apply advanced capital budgeting techniques to optimize investment decisions.• Design effective credit policies and collection strategies to optimize accounts receivable management.• Demonstrate proficiency in cash forecasting, monitoring, and managing cash reserves for optimal liquidity.
Module 1:	Financial Planning and Analysis
Learning outcomes	<ul style="list-style-type: none">• To Understand Strategic Financial Planning• To Evaluate Financial Health
Content Outline	<p>Theory:</p> <ul style="list-style-type: none">• Strategic Financial Planning• Forecasting Techniques and Budgeting <p>Practical:</p> <ul style="list-style-type: none">• Preparation of Pro Forma Financial Statements• Ratio Analysis for Financial Decision Making
Module 2:	Capital Budgeting and Investment Decisions
Learning outcomes	<ul style="list-style-type: none">• To learn to apply Capital Budgeting Techniques• To Incorporate Risk Analysis• To be able to Optimize Investment Portfolios:

Content Outline	Theory: <ul style="list-style-type: none"> • Principles of Capital Budgeting • Risk Analysis in Investment Decisions Practical: <ul style="list-style-type: none"> • Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period Calculations • Simulation Models for Investment Appraisal
Module 3:	Management of Accounts Receivables
Learning outcomes	<ul style="list-style-type: none"> • To develop a comprehensive understanding of managing accounts receivables, inventory, and cash as essential components of working capital. • To design effective credit policies and collection strategies to optimize accounts receivable management. • To apply inventory management techniques like EOQ, JIT, and ABC analysis to minimize costs and ensure operational efficiency.
Content Outline	Theory- <ul style="list-style-type: none"> • Concept & Importance • Credit Policy – Nature & Goals • Factors affecting Credit Policy • Need for granting credit • Credit Policy Variables
Module 4:	Inventory & Cash Management
Learning outcomes	<ul style="list-style-type: none"> • To apply inventory management techniques like EOQ, JIT, and ABC analysis to minimize costs and ensure operational efficiency. • To utilize financial tools and models to support decision-making in accounts receivable, inventory, and cash management.
Content Outline	Theory- <ul style="list-style-type: none"> • Meaning & Objectives of cash management • Motives of holding cash • Strategies of Cash Management • Importance & Techniques of Inventory Management

Assignments/ Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	PPT Presentations/Seminars/Workshop/Any other innovative methods
Total – 50 Marks	

Internal – 50 Marks

External – 50 Marks

References :

- "Advanced Financial Management" by C. Paramasivan and T. Subramanian (2020)
- "Advanced Financial Management" by A.N. Sridhar (2024)
- "Financial Management: Theory, Concepts, and Problems" by R.P. Rustagi (March 2024)
- "Advanced Financial Management" by Dr. Khan and Jain
- "Advanced Financial Management" by Dr. P.C. Tulsian and Bharat Tulsian

Course Syllabus

Semester: IV

4.1 Major (Core)

(Human Resource Specialization III)

Course Title	Industrial Relations
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none">• Provide intensive theoretical and practical knowledge of IR and Trade Union• Provide outline position of IR in Indian Prospective• Provide practical information about how to handle grievances.
Module 1 (Credit 1) : Industrial Relations Perspective	
Learning Outcomes	<ul style="list-style-type: none">• Students will be able to understand the concept, characteristics, and importance of Industrial Relations (IR)• Helps students to analyze the factors affecting IR, approaches to IR, and the prerequisites for successful IR.• Evaluate the scope, programs, and key aspects of IR, including its characteristics.
Content Outline	<ul style="list-style-type: none">• Impact of Industrial Relation• Concept, Characteristics of IR, Importance of IR• Scope of IR• Factors Affecting IR, Approaches to IR,• Pre – requisite for successful IR• Programme, Evaluation& aspects of IR, Characteristics of IR
Module 2(Credit 1): Labour Welfare	
Learning Outcomes	<ul style="list-style-type: none">• Understand the introduction and significance of welfare provisions in the workplace.• Identify the impact of personal problems like absenteeism, employee morale, and motivation on productivity.• Analyze the role of health and safety measures in promoting conflict resolution and cooperation within the organization.
Content Outline	<ul style="list-style-type: none">• Introduction. Welfare Provisions• Personal Problems• Absenteeism, Employee Morale and Motivation• Health and Safety, Conflict to Cooperation

Module 3 (Credit 1): Industrial Disputes & Discipline and Grievance Management	
Learning Outcomes	<ul style="list-style-type: none"> • Learn about the forms, causes, and resolution of industrial disputes. • Understand the role of negotiations, conciliation, and arbitration. • Explore grievance handling, discipline procedures, and collective bargaining.
Content Outline	<ul style="list-style-type: none"> • Industrial Disputes • Forms, Types, Causes, Preventions & Settlement of Dispute • Role and process of Negotiations- conciliation & arbitration • Discipline & Grievance Management • Grievance procedure, disciplinary procedure. • Collective Bargaining: • Introduction, Nature or Characteristics • Essential for collective bargaining, procedure of collective bargaining.
Module 4 (Credit 1): Trade Union Concept	
Learning Outcomes	<ul style="list-style-type: none"> • Equip students with knowledge about the concept, features, and functions of trade unions in India. • Highlight the types, structure, and problems faced by trade unions. • Enable students to identify the essentials for the success of trade unions.
Content Outline	<ul style="list-style-type: none"> • Trade Union Movement in India • Trade union concept • General features • Function - Types & Structure of Trade Union, • Problems of Trade unions, Essentials for success of Trade Unions

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	PPT Presentations/Seminars/Workshop/ Any other innovative methods
	Total – 50 Marks

Internal – 50 Marks

External – 50 Marks

Reference Books:

- Industrial Relation, Arjun Monappa, Tata McGrawHill, 2002.
- Industrial Relations, Subba Rao, Himalaya Publication.
- Industrial Relations, Arun Monappa, Tata McGraw Hill, 2002.
- Industrial Relations, Concepts and Legal Framework, A.M.Sharma, Himalaya, 1999.
- Personnel Management, C.B. Mamoria, Himalaya Publication.

Course Syllabus

Semester: IV

4.1 Major (Core)

(Marketing Specialization III)

Course Title	Product Management
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none">• Students will understand the entire product management lifecycle, from ideation to product launch, including key concepts like MVP, lean startup, and design thinking.• They will develop skills to identify meaningful problems, craft product visions, and create effective product strategies aligned with organizational goals.• Students will gain hands-on experience in collaborating with cross-functional teams and managing product development processes.• They will learn to execute successful product launches, analyze growth strategies, and incorporate user feedback for continuous product optimization.
Module 1 (Credit 1) : Introduction to Product Management	
Learning Outcomes	<ul style="list-style-type: none">• Introduce the concept, evolution, and significance of product management.• Familiarize students with the role and responsibilities of a product manager.
Content Outline	<ul style="list-style-type: none">• Fundamentals of Product Management• Definition and scope.• Evolution of product management as a discipline.• Importance in today's business landscape.• Role of the Product Manager• Responsibilities during the product lifecycle.• Collaboration with cross-functional teams (marketing, engineering, design).• Customizing communication strategies based on stakeholders
Module 2(Credit 1): Problem Identification and Product Vision	
Learning Outcomes	<ul style="list-style-type: none">• Teach techniques to identify meaningful problems.• Guide students in crafting a product vision aligned with organizational goals.• Introduce research methodologies and the concept of user personas.

Content Outline	<ul style="list-style-type: none"> • Identifying Problems Worth Solving • Customer discovery techniques. • Qualitative and quantitative research methods. • Developing Product Vision and Strategy • Crafting a compelling product vision. • Building a Business Model Canvas. • Defining a Minimum Viable Product (MVP) and aligning with KPIs. • Creating User Personas and PRDs • Steps to develop user personas. • Components of a Product Requirements Document (PRD).
Module 3 (Credit 1): Design Thinking and Product Development	
Learning Outcomes	<ul style="list-style-type: none"> • Introduce design thinking and its application in product management. • Provide hands-on experience with design sprint phases. • Discuss product development methodologies and team collaboration.
Content Outline	<ul style="list-style-type: none"> • Introduction to Design Thinking and Design Sprints Phases: Understand, Define, Sketch, Decide, Prototype, and Validate. • Managing Product Development Teams <ul style="list-style-type: none"> a. Building credibility and trust. b. Influencing without authority. c. Best practices for distributed team collaboration. • Development Methodologies-Understanding the product development lifecycle.
Module 4 (Credit 1): Product Launch and Growth Strategies	
Learning Outcomes	<ul style="list-style-type: none"> • Equip students with knowledge about the product launch process. • Highlight the role of marketing and post-launch feedback in product success. • Enable students to analyze growth strategies and conduct A/B testing.
Content Outline	<ul style="list-style-type: none"> • Setting Up the Launch Process <ul style="list-style-type: none"> ○ Step-by-step guide to planning a product launch. ○ Scaling strategies and risk mitigation.

	<ul style="list-style-type: none"> • Marketing and Growth Strategies <ul style="list-style-type: none"> ○ Competitor analysis and pricing strategies. • Launch Execution and Post-Launch Feedback <ul style="list-style-type: none"> ○ Developing rollout timelines and user guides. ○ Conducting A/B tests to validate new features.
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	PPT Presentations/Seminars/Workshop/ Any other innovative methods
	Total – 50 Marks

Internal – 50 Marks

External – 50 Marks

References:

- **"Inspired: How To Create Products Customers Love"** by Marty Cagan (Wiley, 2017) – Explores the role of product managers and the evolution of the field.
- **"The Lean Product Playbook"** by Dan Olsen (Wiley, 2015) – Offers practical strategies for product development and managing product lifecycles.
- **"Product Management's Sacred Seven"** by Parth Detroja, Neel Mehta & Aditya Agashe (Wiley, 2020) – Indian authors cover key skills and functions of product managers, including collaboration and strategy.
- **"The Lean Startup"** by Eric Ries (Crown Business, 2011) – Introduces concepts like MVPs and customer validation through iterative processes.
- **"The Art of Product Management"** by Sachin Soni (Wiley, 2020) – A practical guide to product management, integrating theory and real-world insights, especially relevant for India.

Semester: IV**4.2 Major (Core)****(Finance specialization IV)**

Course Title	Personal Finance
Course Credit	4
Course Outcomes	<ul style="list-style-type: none">• Create and manage a personalized financial plan for achieving short- and long-term goals.• Analyze savings, investments, and taxation to optimize wealth creation and tax efficiency.• Effectively manage debt, credit, and maintain a healthy credit score.• Design a retirement plan and adopt financial discipline for long-term financial stability.
Module 1:	Introduction to personal finance and financial planning
Learning outcomes	<ul style="list-style-type: none">• Understand the fundamentals of personal finance and its importance in everyday life.• Learn to set financial goals and create a practical budget for effective money management.• Develop skills to track income, control expenses, and build an emergency fund.
Content Outline	<ul style="list-style-type: none">• Definition and Scope of Personal Finance• Importance of Financial Literacy• Budgeting Tools and Techniques (50-30-20 Rule, Zero-based Budgeting)• Tracking Income and Expenses• Building an Emergency Fund
Module 2:	Savings and Investment
Learning outcomes	<ul style="list-style-type: none">• Understand various saving options and their role in building financial security.• Analyze investment instruments based on risk, return, and personal financial goals.• Apply the concept of compounding and tax-saving strategies to maximize investment growth.

Content Outline	<ul style="list-style-type: none"> □ Savings: <ul style="list-style-type: none"> • Types of Savings Accounts • Fixed Deposits and Recurring Deposits • Benefits of Saving Early □ Investments: <ul style="list-style-type: none"> • Basics of Stock Market, Bonds, and Mutual Funds • Role of SIPs in Wealth Building • Risk vs. Return: Understanding Your Risk Appetite • Power of Compounding in Investments
Module 3:	Debt Management & Insurance
Learning outcomes	<ul style="list-style-type: none"> • Differentiate between good and bad debt and apply strategies to manage loans effectively. • Understand credit card usage, benefits, risks, and develop skills for responsible credit management. • Build and maintain a strong credit score to enhance financial credibility and access to credit.
Content Outline	<ul style="list-style-type: none"> • Understanding Debt: Good Debt vs. Bad Debt • Loans: Types, Interest Rates, and EMI Calculations • Credit Cards: Benefits, Pitfalls, and How to Use Them Wisely • Credit Score: Importance and Strategies to Maintain a Good Score • Avoiding and Managing Debt Traps
Module 4:	Retirement Planning & Financial Discipline
Learning outcomes	<ul style="list-style-type: none"> • Estimate retirement corpus needs and select suitable retirement planning tools such as NPS, PPF, and pension plans. • Understand the tax benefits associated with retirement savings and investments. • Cultivate financial discipline and develop strategies for sustainable wealth creation and long-term financial security.
Content Outline	<ul style="list-style-type: none"> • Importance of Retirement Planning • Pension Plans, Provident Funds, and NPS • Calculating Retirement Corpus Needs • Tax Benefits of Retirement Planning • Cultivating Financial Discipline: Setting Priorities and Monitoring Progress

Assignments/ Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	PPT Presentations/Seminars/Workshop/ Any other innovative methods
Total – 50 Marks	

Internal – 50 Marks**External – 50 Marks**

Course Title	International Human Resource Management
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Develop necessary skill in the students for application of issues pertaining to international human resource management • Develop knowledge about managing human resource in diverse culture • Understand the impact of globalization and multiculturalism on HR practices and cross-cultural management. • Learn the processes of international HR planning, recruitment, selection, and talent development.
Module 1(Credit 1)	
Learning Outcomes (Specific related to <i>Differentiate, Carry out, Design, etc. ...</i>)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Analyze the nature, drivers, and effects of globalization across economic, political, cultural, technological, and environmental domains. • Evaluate the concept of multiculturalism, its dimensions, and the strategies for managing cultural predisposition in global organizations. • Develop strategies to manage cross-cultural differences and overcome barriers to enhance global collaboration and organizational effectiveness.
Content Outline	<ul style="list-style-type: none"> • Globalization – Nature, Drivers, Effects, Advancements due to Globalization (Economic, Political. Cultural, Technological, Environmental) • Multiculturalism – Definition, Dimensions. • Cultural Predisposition, Managing Cultural Predisposition. • Cross Cultural Differences, Managing Across Cultures and Overcoming Barriers.
Module 2(Credit 1)	
Learning Outcomes (Specific related to <i>e.g. Define, Differentiate, Carry out, Design, etc. ...</i>)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the key principles of IHRM planning and apply international recruitment and selection strategies to build a global talent pool. • Analyze and implement training, development, and compensation strategies that align with international business goals and cross-cultural dynamics. • Evaluate the success and challenges of cross-cultural mergers and acquisitions through an HR lens, focusing on integration and employee reintegration strategies.
Content Outline	<ul style="list-style-type: none"> • Staffing Strategies in International Business, IHR Planning, International Recruitment and Selection Processes, Recruitment and Selection, • Training and Development for Global Competence • International Compensation and Benefits Management • Repatriation and Employee Reintegration • HRM in Cross-Cultural Mergers & Acquisitions

	<ul style="list-style-type: none"> • Success and Failure Analysis of Mergers & Acquisitions from an HR Perspective
Module 3(Credit 1)	
Learning Outcomes <i>(Specific related to the module..e.g.Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Develop knowledge on impact of cross culture on HRM • Learner will gain the information about Global Workforce Management
Content Outline	<ul style="list-style-type: none"> • International Business ethics and IHRM: Meaning of Business Ethics, Global Values, Operationalizing Corporate ethics of HR in overall corporate ethics program. • Cross Cultural Management: Managing Work Diversity in Workforce, Role of IHRM in cross culture management.
Module 4(Credit 1)	
Learning Outcomes <i>(Specific related to the module..e.g.Define, Differentiate, Carry out, Design,</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Develop knowledge about International HRM trends and Challenges.
Content Outline	<ul style="list-style-type: none"> • Emerging Trends in IHRM, • Offshoring meaning and importance. • IHRM and Virtual Organization- Meaning, Features, Managing HR in Virtual Organizations

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

- Case Study - 15 marks
- Problem Solving - 15 marks
- Presentation - 10 marks
- Assignment - 10 marks

Reference

- International Human Resource Management- Text And Cases, K Aswathappa, Sadhna Dash, Tata McGraw-Hill.
- Managing the Global Workforce, Paula Caligiuri, David Lepak, Jaime Bonache, John Wiley & Sons Ltd.

Semester: IV**4.2 Major (Core) (Marketing specialization IV)**

Course Title	Retail Management
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none">• Define the key concepts of retailing and understand its relevance in the modern market.• Analyze the types and classification of retail outlets and their operations.• Apply retail management concepts to store planning, layout, and visual merchandising.• Evaluate retail pricing strategies, the role of technology in retail, and the future of e-retailing.• Develop practical solutions to challenges in retail through case studies and activities.
Module 1 (Credit 1) Introduction to Retailing	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Define retailing, its features, and its importance in the modern economy.• Analyze the factors influencing the retail industry and the challenges faced by retailers.• Evaluate the growth and future prospects of retailing in the Indian scenario.
Content Outline	<ul style="list-style-type: none">• Definition, importance, and features of retailing• Factors influencing the retail industry• Challenges faced by retailers• Growth of retail in recent years• Future prospects of retailing in India
Module 2 (Credit 1) Classification of Retail Outlets and Retail Formats	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Differentiate between organized and unorganized retail formats.• Classify retail outlets based on channels, merchandise sold, and ownership types.• Evaluate the role of multichannel and omnichannel retailing in the modern market.

Content Outline	<ul style="list-style-type: none"> • Organized vs. Unorganized retail • Classification based on: • Channels (online, offline, multichannel) • Type of merchandise (FMCG, apparel, electronics, etc.) • Type of ownership (independent stores, franchises, corporate chains) • Multichannel and omnichannel retail formats
Module 3 (Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the importance of store location planning and factors influencing it. • Design effective store layouts and apply concepts of visual merchandising. • Evaluate the impact of store ambiance and design on consumer behaviour.
Content Outline	<ul style="list-style-type: none"> • Retail Store Location, Layout, and Visual Merchandising • Retail store location planning and site selection • Store layout: Types (grid, free-flow, loop, etc.) • Concept and elements of visual merchandising (displays, signage, lighting) • Role of visual merchandising in influencing customer decisions
Module 4 (Credit 1)	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand retail pricing concepts, policies, and strategies. • Analyse the role of technology in retail, including online shopping, e-CRM, and database marketing. • Evaluate case studies on retail practices and strategies in the digital era.
Content Outline	<ul style="list-style-type: none"> • Pricing Strategies and Technology in Retailing • Concept of retail price and its elements • Retail pricing policies and strategies • Role of technology in retailing: • Online shopping and e-retailing • Database marketing • E-CRM (Electronic Customer Relationship Management) • Case studies on successful retail businesses

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Module 1: Introduction to Retailing

- **Activity:** Research and present the growth of a specific retail sector in India (e.g., grocery, fashion, electronics).

- **Assignment:** Write a report on the challenges faced by Indian retailers and suggest strategies to overcome them.

Module 2: Classification of Retail Outlets

- **Activity:** Conduct a field visit to a local retail store and categorize it based on the type of merchandise, channel, and ownership.
- **Assignment:** Compare and contrast two retail formats (e.g., department stores vs. online stores) and analyse their advantages and challenges.

Module 3: Store Layout and Visual Merchandising

- **Activity:** Design a visual merchandising plan for a retail store, including layout, displays, and signage.
- **Assignment:** Evaluate the store layout and visual merchandising strategies of a popular retail brand and prepare a report.

Module 4: Pricing Strategies and Technology

- **Activity:** Create a presentation on how technology (e.g., AI, e-CRM) has transformed retailing in recent years.
- **Assignment:** Analyse a case study of a retail business that successfully implemented online shopping or e-CRM strategies.

Internal –50 Marks

External –50 Marks

References:

- Berman, B., & Evans, J. R. (2018). Retail Management: A Strategic Approach. Pearson.
- Levy, M., Weitz, B. A., & Grewal, D. (2021). Retailing Management. McGraw Hill.
- Dunne, P., Lusch, R. F., & Carver, J. R. (2019). Retailing. Cengage Learning.
- Pradhan, S. (2020). Retailing Management: Text and Cases. McGraw Hill.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing Management. Pearson.

Course Syllabus**Semester: IV****Minor Stream**

Course Title	International Economics
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none">• Understand issues related to international business.• Illustrate the theories associated with international trade and exchange rate• Analyze the functioning world trade organization and regional economic integrations• Explain the structure and various aspects of disequilibrium in the BOP
Module 1 (Credit 1) 1. Introduction to International Business	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Discuss the various aspects of International Business• Differentiate between international and domestic business and learn various modes of entry into international business.• Comprehend the economic, cultural, and political environments affecting international business.• Understand the concept of globalization, its merits and demerits.
Content Outline	<ul style="list-style-type: none">• Meaning of International Business, the difference between Domestic Business and International Business• International Business Environment –PESTEL Analysis• Modes of Entry into International Business• Meaning, Merits and Demerits of Globalization
Module 2(Credit 1) Theories of Trade and Commercial Policy	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Explain David Ricardo's theory of Comparative Cost Advantages.• Analyze Heckscher-Ohlin's Modern Theory of International Trade.• Review free trade and protective trade policies• Interpret the protective measures.
Content Outline	<ul style="list-style-type: none">• David Ricardo's Comparative Cost Advantages• Heckscher- Ohlin's Modern Theory of International Trade• Free trade and policy of Protection- Merits and demerits• Tariffs and non-tariff barriers- anti-dumping duties, countervailing duties, voluntary export restraint, Sanitary and Phytosanitary measures
Module 3(Credit 1) International Organization and Regional Economic Integration	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Understand the objectives functions and principles of the World Trade Organization (WTO).

	<ul style="list-style-type: none"> • Discuss the key WTO agreements and Dispute Settlement Mechanism • Analyze the different stages of regional economic groupings • Review the functioning of the European Union, BRICS
Content Outline	<ul style="list-style-type: none"> • Objectives, Functions, and Principles of WTO • Agreements of WTO-TRIPS, TRIMS, GATS, Agreement on Agriculture, • Dispute Settlement Mechanism under WTO • Stages of Regional Economic Integration - Preferential Trade Arrangement, Free Trade Area, Customs Union, Common Market, Economic Union, Regional Economic Integration-European Union, BRICS
Module 4 (Credit 1) Balance of Payments and Foreign Exchange Market	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the structure and components of the Balance of Payments (BOP), including current and capital accounts. • Learn about the causes of disequilibrium in the BOP and correction methods. • Comprehend the functions of the foreign exchange market and the determination of exchange rates using theories like Balance of Payment and Purchasing Power Parity. • Differentiate between fixed and floating exchange rates, and understand spot and forward rates.
a) Content Outline	<ul style="list-style-type: none"> • Structure of BOP, Balance of Trade, and Balance of Payment, • Meaning and causes of disequilibrium in the BOP, Autonomous & Accommodating transactions, Monetary & non-monetary methods for correcting disequilibrium in the BOP • Meaning and Functions of Foreign Exchange, Concept of spot and Forward Exchange Rate, Fixed & floating Exchange Rate • Theories of Determination of exchange rates- Balance of payment theory, Purchasing Power Parity theory

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No.	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	Presentations/Seminars/Workshop/ Any other innovative methods
	TOTAL Marks 50

Internal – 50 Marks

External – 50 Marks

Reference Books:

- Banik, N. (2015). Indian economy: A macroeconomic perspective. Sage Publications India.
- Salvatore, D. (2020). International economics: An Indian adaptation (13th ed.). McGraw-Hill Education.
- Thomas, A. M. (2021). Macroeconomics: An introduction. Cambridge University
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). International Business: Environments and Operations (16th ed.). Pearson.
- Hill, C. W. L., & Hult, G. T. M. (2021). International Business: Competing in the Global Marketplace (13th ed.). McGraw-Hill Education.
- Rugman, A. M., & Collinson, S. (2016). International Business (6th ed.). Pearson.
- Ghemawat, P. (2017). The Laws of Globalization and Business Applications. Cambridge University Press.
- Ricardo, D. (1817). On the Principles of Political Economy and Taxation. John Murray.
- Heckscher, E., & Ohlin, B. (1933). Interregional and International Trade. Harvard University Press.
- Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2018). International Economics: Theory and Policy (11th ed.). Pearson.
- Bhagwati, J. N. (2002). Free Trade Today. Princeton University Press.
- Rodrik, D. (2011). The Globalization Paradox: Democracy and the Future of the World Economy. W. W. Norton & Company.
- World Trade Organization (WTO). (2015). The WTO Agreements: The Marrakesh Agreement Establishing the World Trade Organization and its Annexes. Cambridge University Press.
- Hoekman, B. M., & Kostecki, M. M. (2009). The Political Economy of the World Trading System: The WTO and Beyond (3rd ed.). Oxford University Press.
- Baldwin, R. E. (2016). The Great Convergence: Information Technology and the New Globalization. Harvard University Press.
- Ethier, W. J. (1998). The New Regionalism. The Economic Journal, 108(449), 1149-1161.
- Krugman, P. R., & Obstfeld, M. (2022). International Finance: Theory and Policy (12th ed.). Pearson.
- Salvatore, D. (2019). International Economics (13th ed.). Wiley.
- Frenkel, J. A., & Johnson, H. G. (1976). The Monetary Approach to the Balance of Payments. Allen & Unwin.
- Dornbusch, R. (1986). Exchange Rate Economics: Where Do We Stand? Brookings Papers on Economic Activity, 1(1986), 143-185.
- Cassel, G. (1918). Abnormal Deviations in International Exchanges. The Economic Journal, 28(112), 413-415.
- Mundell, R. A. (1961). A Theory of Optimum Currency Areas. The American Economic Review, 51(4), 657-665.
- Obstfeld, M., & Rogoff, K. (1995). Exchange Rate Dynamics Redux. Journal of Political Economy, 103(3), 624-660.

Course Syllabus**Semester: IV****1.3 Minor Stream**

Course Title	Business Law II
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none">• Understand key business laws including the Companies Act, 2013, Intellectual Property Rights (IPR) Acts, the Indian Partnership Act, 1932, LLP Act, 2008, and the Consumer Protection Act, 1986.• Analyze the legal frameworks for company formation, governance, partnership structures, intellectual property protection, and consumer rights.• Apply knowledge of corporate, intellectual property, and consumer protection laws to resolve real-world business challenges and ensure compliance.• Develop the ability to make informed legal decisions in business transactions, enhancing ethical practices and risk management strategies.
Module 1 (Credit 1) Unit 1: Partnership Acts	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none">• Understand the Indian Partnership Act, 1932, including the definition, essentials, types of partnerships, partnership deed, and the process of reconstitution and dissolution of a firm.• Analyze the test of partnership and the significance of profit-sharing, as well as the management and ownership of partnership property.• Comprehend the concept and features of Limited Liability Partnerships (LLP), distinguishing it from partnerships and companies, and understanding the liability of LLPs and partners.• Apply knowledge of LLP formation, conversion, and dissolution to real-world business situations, ensuring legal compliance and informed decision-making.
Content Outline	<ul style="list-style-type: none">• Indian Partnership Act, 1932 Definition, Essentials, Types of Partnerships and types of Partners Test of partnership, and Sharing of profits is not the real test of partnership (Sec 6), Partnership deed, and property of the firm, Reconstitution of Partnership firms, Dissolution of the firm.• Limited Liability Partnership, 2008 Definitions, Concept, Salient features, Nature of LLP, Distinction between LLP, Partnership and Company, Liability of LLP and liability of its partners, Conversion to LLP, Winding up and Dissolution of the LLP
Module 2 (Credit 1) Unit 2: The Companies Act, 2013	
Learning Outcomes	<p>After learning the module, learners will be able to</p>

	<ul style="list-style-type: none"> • Understand the key concepts of company formation, features, and types including public, private, holding, and subsidiary companies, along with their legal distinctions. • Comprehend the legal documents required for a company, such as the Memorandum of Association, Articles of Association, and the requirements for a prospectus. • Analyze important doctrines in company law, such as the Doctrine of Ultra Vires and the Doctrine of Indoor Management, and their impact on company operations. • Learn the procedures for company membership, acquisition and cessation of membership, and the basic concept of company meetings like AGMs and EGMs.
Content Outline	<ul style="list-style-type: none"> • Definition and Features of a Company, Kinds of Companies • Public Companies, Private Company and Privileges of Private Company. Distinction between Public Company and Private Company, Holding Company and Subsidiary Company. • Memorandum of Association and Articles of Association of a Company. • Doctrine of Ultra Virus, Doctrine of Indoor Management. • Membership: Who can be member of a Company? Acquisition and cessation of membership • Definition of a Prospectus and its legal Requirement, Contents of a Prospectus, A Statement in Lien of a prospectus • Meetings of a Company – AGM & EGM (Sec 96, 100)
Module 3 (Credit 1) Unit 3: Intellectual Property Right (IPR) Acts	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the fundamentals of Intellectual Property Rights (IPR) in India, including the various types of intellectual property and their importance in protecting creativity and innovation. • Comprehend the patent process, including what is patentable, how to obtain a patent, the opposition process, patent term and expiry, and remedies for patent infringement. • Gain knowledge of copyrights, including registration, term, protected works, and ownership rights, fair use principles, and the legal remedies for copyright infringement. • Understand the fundamentals of Intellectual Property Rights (IPR) in India, including the various types of intellectual property and their importance in protecting creativity and innovation.
Content Outline	<ul style="list-style-type: none"> • Intellectual Property rights in India Introduction and Types. • Patents: Meaning, Salient features of Patent, Conditions for an invention to be patented, what is Patentable, What is not patentable, Procedure for Obtaining a Patent, Opposition to Grant of Patent, Term, Expiry, Infringement and remedies. • Copyrights: Meaning, Copy right Board and registration of Copy right, Term of Copy right, What works are protected, rights and

	ownership, Fair use, Infringement of Copy rights and remedies <ul style="list-style-type: none"> • Trademarks: Meaning Concept, Functions, Types, Trademarks that cannot be registered, and Procedure for Registration, Infringement and remedies, passing off, service marks.
Module 4 (Credit 1) Unit 4: The Consumers Protection Act, 1986	
Learning Outcomes	After learning the module, learners will be able to <ul style="list-style-type: none"> • Understand the objectives and features of consumer protection laws, including definitions of unfair trade practices and their impact on consumers and businesses. • Analyze the role and functions of the Consumer Protection Council, including its constitution, objectives, and the framework for protecting consumer rights. • Comprehend the composition and jurisdiction of consumer dispute redressal bodies, such as the District Forum. • Apply knowledge of consumer protection mechanisms to identify and resolve issues related to unfair trade practices and ensure the protection of consumer rights.
Content Outline	<ul style="list-style-type: none"> • Objectives, features, Definitions, Unfair trade practices • Consumer Protection Council – their constitutions and objectives • Composition and jurisdiction of District forum, State Commission and National Commission

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No.	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	Presentations/Seminars/Workshop/ Any other innovative methods
	TOTAL Marks 50

Internal – 50 Marks

External – 50 Marks

Reference Books:

- Avtar Singh, Principles of Mercantile Law, **Publisher:** Eastern Book Company, 2023 (12th Edition)
- R.K. Bangia, Indian Partnership Act and Limited Liability Partnership Act, **Publisher:** Allahabad Law Agency
- G.K. Kapoor & Sanjay Dhamija, Company Law & Practice, **Publisher:** Bharat Law House, 27th Edition, 2024
- Ramaiya's Guide to the Companies Act, **Publisher:** LexisNexis, 2023
- **V.K. Ahuja**, *Law Relating to Intellectual Property Rights*, **Publisher:** LexisNexis, 4th Edition, 2021
- **D.N. Saraf**, *Law of Consumer Protection in India*, Publisher: N.M. Tripathi Pvt. Ltd.

Semester IV

Minor stream 4.3

Course Title	Business Accounting II
Course Credit	4
Course Outcomes	After going through the course, learner will be able to
	<ul style="list-style-type: none">• Understand the concepts and importance of valuation of shares in business and financial decision-making.• Understand the structure and purpose of final accounts for co- operative societies.• Prepare Financial Statements and Analyze Financial Data.• Develop Ethical and Professional Conduct in Accounting.• Understand the Role of Financial Accounting in Business Decision-Making.
1. Module (Credit 1) Valuation of Shares	
Learning outcomes	After going through the course, learner will be able to
	<ul style="list-style-type: none">• Understand the concepts and importance of share valuation in business and financial decision-making.• Identify the factors influencing share valuation and their implications.• Apply different methods of share valuation (NAV, Yield, and Fair Value).• Develop the ability to solve practical problems related to share valuation.• Analyze the results to assist in investment, mergers, or legal proceedings.
Content Outline	Theory: <ul style="list-style-type: none">• Importance of Share Valuation• Factors Affecting Share Valuation. Problems on: <ul style="list-style-type: none">• Methods of Share Valuation• Net Asset Value Method (NAV)• Yield Method• Fair Value Method
2. Module (Credit 1) Final Accounts Co-operative Societies	
Learning outcomes	After going through the course, learner will be able to
	<ul style="list-style-type: none">• Understand the structure and purpose of final accounts for co- operative societies.

	<ul style="list-style-type: none"> • Gain proficiency in preparing Receipts and Payments Accounts, Income and Expenditure Accounts, and Balance Sheets. • Learn the significance of reserves, surplus allocation, and statutory compliance in co-operative accounting. • Develop analytical skills to interpret financial data specific to co-operative societies. • Apply legal and regulatory requirements in the preparation of final accounts for co-operative organizations.
Content Outline	Theory: <ul style="list-style-type: none"> • Introduction to Co-operative Societies, • Legal Framework and • Key Features of Co-operative Accounting. Problems on: <ul style="list-style-type: none"> • Final Accounts of Co-operative Societies.
3. Module (Credit 1)	
Analysis of financial statements -common Size, Trend and Comparative	
Learning outcomes	<p>After going through the course, learner will be able to</p> <ul style="list-style-type: none"> • Understand the concepts and techniques of financial statement analysis. • Apply common-size analysis to compare financial statements and identify structural changes. • Use trend analysis to evaluate performance over time and predict future trends. • Perform comparative analysis to identify changes and growth between periods. • Interpret the results of these analyses to support decision-making in areas like investments and performance evaluation.
Content Outline	Theory: <ul style="list-style-type: none"> • Meaning and purpose of Common-Size Analysis, • Trend Analysis and Comparative Analysis. Problems on: <ul style="list-style-type: none"> • Common-Size Analysis, • Trend Analysis and • Comparative Analysis.
4. Module (Credit 1) Financial Reporting and Disclosures	
Learning outcomes	<p>After going through the course, learner will be able to</p>

	<ul style="list-style-type: none"> • Comprehend the Framework of Financial Reporting. • Prepare, Analyze and Interpret Financial Statements. • Apply Accounting Standards to Real-World Scenarios. • Understand Emerging Trends and Ethical Practices in Reporting.
Content Outline	<ul style="list-style-type: none"> • Overview, Components of Financial Reporting, • Mandatory Disclosures under Corporate Governance and • Integrated Reporting.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No.	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	Presentations/Seminars/Workshop/ Any other innovative methods
	TOTAL Marks 50

Internal – 50 Marks

External – 50 Marks

Reference Books

- "Financial Accounting" by P.C. Tulsian, Pearson India, 2019.
- "Financial Accounting and Analysis" by R.K. Sharma & Shashi K. Gupta, 2020.
- Principles and Practice of Accounting" by T.S. Grewal, S. Chand & Company 2018
- "Financial Accounting for Management" by Dr. S.N. Maheshwari & Dr. S.K. Maheshwari Vikas Publishing House, 2021
- "Financial Accounting" by J.R. Monga, Mayur Paperbacks 2019.
- "Advanced Accountancy" by S.K. Singh, Himalaya Publishing House, 2019.
- "Financial Accounting" by S.N. Maheshwari & S.K. Maheshwari, Vikas Publishing House, 2020.

COURSE SYLLABUS

Semester: IV

4.3 -Minor Stream

Course Title	Business Entrepreneurship
Course Credits	4
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none">• Identify sources of inspiration for entrepreneurial ventures• Recognize the significance of a well-prepared business plan in securing investments.• Develop strategies for building and managing high-performing teams.• Analyze how group dynamics impact decision-making, motivation, and team effectiveness.• Prepare budgeting and financial planning strategies for a start-up.
Module 1 (Credit 1)	Idea Generation
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none">• Assess potential business opportunities using feasibility analysis.• Understand the importance of market research in business planning.
Content Outline	<ul style="list-style-type: none">• Techniques of generating Business idea• Identifying and evaluating opportunities• Market Research• Components of Business Plan• Vision, Mission, Goal setting• SWOT Analysis
Module 2 (Credit 1)	Leadership and Team Management
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none">• Assess the advantages and challenges of different team types in start-ups.• Identify the most effective leadership styles for different business situations.
Content Outline	<ul style="list-style-type: none">• Types of teams• Leadership styles• Leadership and Team building in start-ups• Conflict resolution in start-ups• Group Dynamics. Stages

Module 3 (Credit 1) Project Feasibility	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Interpret and analyze financial statements to assess business performance. • Conduct break-even analysis to determine cost and revenue projections.
Content Outline	<ul style="list-style-type: none"> • Developing Business Plan • Financial Analysis • Market Analysis • Techno-Economical Analysis • Network Analysis • Break-Even Analysis
Module 4 (Credit 1) Marketing Strategies for Start-Up	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Apply market segmentation techniques to position a start-up effectively. • Build a strong brand identity and establish brand loyalty.
Content Outline	<ul style="list-style-type: none"> • Understanding target audience and market segmentation • Digital marketing and branding strategies • Pricing strategies and customer acquisition • Sales techniques and networking

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – 50 Marks

	Assignments/Activities
1	Written Test/ Assignment / Project Report/ Quiz/Debate
2	Group Discussion / Case Study
3	Presentations/Seminars/Workshop/ Any other innovative methods
TOTAL Marks 50	

External – 50 Marks

Reference Books:

- Entrepreneurship Development, 2015,,C.B.Gupta & N P Srinivasan, , Sultan Chand & Sons 2010.
- Entrepreneurship Development, 2010,Aric Ries , Penguin Boks
- "Introduction to Entrepreneurship, 2009, McGraw-Hill
- .Entrepreneurship, 2015, Hirsch, R. D., Peters, M. P., & Shepherd, D. A (McGraw-Hill)
- Entrepreneurial Development .2016, S.S. Khanka (S. Chand & Co.)
- Kotler, P., & Keller, K. L.,2015, Marketing Management, (Pearson)

Course Syllabus
Semester: IV
1.4 OEC

Course Title	Business Compliance
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Explain what business compliance is and why it is important for businesses to follow rules and regulations. • Identify the different areas of compliance—legal, financial, and ethical—and understand their significance in business. • Explain the key business laws such as the Companies Act, Indian Contract Act, and Consumer Protection Act, and their role in business operations. • Describe the role of important regulatory bodies like SEBI, RBI, and the Ministry of Corporate Affairs in ensuring business compliance. • Recognize the benefits of complying with legal and regulatory requirements for businesses, including risk reduction and growth opportunities.
Module 1 (Credit 1) : Introduction to Business Compliance	
Learning Outcomes <i>(Specific related to the module.e.g. Define, Differentiate, Carry out, Design, etc.)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the concept of business compliance. • Recognize the importance of compliance in business operations. • Identify key compliance areas in organizations.
Content Outline	<ul style="list-style-type: none"> • Meaning of Business Compliance • Importance of Compliance in Business • Key Areas of Compliance: Legal, Financial, Ethical • Benefits of Compliance for Businesses • Basic Compliance Frameworks
Module 2 (Credit 1) : Legal Framework for Business Compliance	
Learning Outcomes <i>(Specific related to the module.e.g. Define, Differentiate, Carry out, Design, etc)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand basic business laws and their significance for businesses. • Identify the role of regulatory bodies in enforcing compliance.

Content Outline	<ul style="list-style-type: none"> • Overview of Key Business Laws: • Companies Act, 2013 • Indian Contract Act, 1872 • Consumer Protection Act, 2019 • Role of Regulatory Bodies: SEBI, RBI, Ministry of Corporate Affairs • Importance of Legal Compliance
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- "Business Law and Business Ethics" by M. C. Kuchhal and Vivek Kuchhal Publisher: Vikas Publishing House.
- "Business Law" by N.D. Kapoor Publisher: Sultan Chand & Sons.
- "Corporate Governance and Business Ethics" by A. C. Fernando Publisher: Pearson Education.
- "Corporate Compliance and Ethics" by S. S. K. Gupta Publisher: Sage Publications.
- "The Handbook of Corporate Governance in India" by Debashis Basu and Prithviraj Kothari Publisher: Tata McGraw-Hill Education.
- "Business Laws for Management" by P.K. Goel Publisher: Vikas Publishing House.
- "Legal Aspects of Business" by Akhileshwar Pathak Publisher: McGraw Hill Education India.
- "Corporate and Commercial Laws" by Avtar Singh. Publisher: Eastern Book Company.
- "Consumer Protection Law in India" by Dr. S. S. Srivastava Publisher: Universal Law Publishing.
- "Indian Contract Act, 1872" by R.K. Bangia Publisher: Allahabad Law Agency.
- "Companies Act 2013" by N.K. Jain Publisher: Bharat Law House.
- "Securities Laws and Business Compliance" by M.R. Sivaraman Publisher: LexisNexis India.
- "Corporate Laws" by S. N. Maheshwari and S. K. Maheshwari Publisher: Vikas Publishing House.

Course Syllabus
Semester: IV
1.3 OEC

Course Title	TECHNIQUES OF ADVERTISING
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Understand the key components and frameworks involved in planning successful advertising campaigns. • Develop effective advertising strategies tailored to specific audiences and marketing objectives. • Select appropriate media channels and allocate budgets efficiently for campaign execution. • Implement and manage advertising campaigns to achieve desired outcomes. • Analyze and evaluate the effectiveness of advertising campaigns using performance metrics and apply insights for continuous improvement.
Module 1 (Credit 1) Planning Advertising Campaigns	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the principles of planning advertising campaigns, including setting objectives, defining target audiences, and allocating resources effectively. • Develop, execute, and evaluate advertising strategies to achieve campaign goals and optimize performance.
Content Outline	<ul style="list-style-type: none"> • Advertising Campaign: Concept, Advertising Campaign Planning -Steps Determining advertising objectives - DAGMAR model • Advertising Budgets: Factors determining advertising budgets, methods of setting advertising budgets, Media Objectives - Reach, Frequency and GRPs • Media Planning: Concept, Process, Factors considered while selecting media, Media Scheduling Strategies
Module 2 (Credit 1) Execution and Evaluation of Advertising	
Learning Outcomes (Specific related to the module.. e.g. Define,	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Implement advertising strategies effectively, ensuring alignment with campaign objectives and target audience needs.

<i>Differentiate, Carry out, Design, etc. ...)</i>	<ul style="list-style-type: none"> Analyze and evaluate the performance of advertising campaigns using key metrics to optimize outcomes and inform future strategies.
Content Outline	<ul style="list-style-type: none"> Creativity: Concept and Importance, Creative Process, Concept of Creative Brief, Techniques of Visualization Creative aspects: Buying Motives - Types, Selling Points- Features, Appeals – Types, Concept of Unique Selling Proposition (USP) Creativity through Endorsements: Endorsers – Types, Celebrity Endorsements – Advantages and Limitations, High Involvement and Low Involvement Products

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Advertising Principles and Practice, 2012 - Ruchi Gupta – S.Chand Publishing
- The Advertising Association Handbook - J. J. D. Bullmore, M. J. Waterson, 1983 - Holt Rinehart & Winston
- Advertising, 10th Edition, 2010 - Sandra Moriarty, Nancy D Mitchell, William D. Wells, Pearson
- Advertising Management, 5th Edition, 2002 – Batra, Myers and Aaker – Pearson Education.

Course Syllabus
Semester: IV
4.4 OEC

Course Title	Export Marketing Strategies and Procedures
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • To acquaint the students about the knowledge of export pricing strategies and Export pricing quotations. • To enable to understand various Export incentives available Indian Exporter. • To equip the students about the knowledge of procedure involved in the export marketing. • To Identify and understand various documents used in export trade. • To understand export financing Institutions and methods of financing export trade.
Module 1 (Credit 1) Export Pricing & Export Finance	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • To learn about various export pricing strategies and export pricing quotations • To understand methods of export financing and various export financing institutions to promote export • To identify and understand factors determining export pricing
Content Outline	<ul style="list-style-type: none"> • Various Export Pricing Strategies • Factors Determining Export Pricing • Various Export Pricing Quotations • Pre-shipment and Post- Shipment finance • Export financing Institutions and Letter of Credit
Module 2 (Credit 1): Export Procedure & Export documents	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • To understand Pre-Shipment & Post-Shipment Procedure involved in Export Marketing • To gain knowledge about various documents used in export trade • To identify and understand financial incentives and schemes available to Indian Exporters

Content Outline	<ul style="list-style-type: none"> • Pre-Shipment and Post-shipment Export Procedure • Quality control and Pre-Shipment export procedures • Various export documents used in Export Trade • Financial Incentives & assistance available to Indian Exporter. • Institutional assistance to Indians Exporters
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Export management, By Balagopal, T.A.S. (Himalaya publishing house)
- Export Import Procedure & Documentation. By N.G. Kale (Vipul prakashan)
- Export Marketing. By Vaz, Michael. (Madan Prakashan)
- International Trade Policy. By Robertson, David (McMilan publication)
- International Trade theory & practice. By P.N. Roy. (Wiley Eastern Lt.)
- International Trade & export management. By Cherunilam Frances (Himalaya publishing House)
- Export Marketing. By Rathar. (Himalaya Publishing House)
- Vishva vyapar Sangathan & Bhartiya
- Aarthvyavastha. By Ramnaresh Pandey. (Atlantic Publisher & Distributors)
- International Marketing by Philip R. Cateora and John L. Graham
- Government of India EXIM Policy Documents
- Export Promotion Websites: DGFT, EXIM Bank, ECGC
- Articles from WTO, UNCTAD, and World Bank Reports

COURSE SYLLABUS

Semester: IV

4.4 OEC

Course Title	Industrial Psychology - Workplace Behavior
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none">• Understand the nature and functions of groups in organizations
	<ul style="list-style-type: none">• Compare and contrast groups and teams at workplace
	<ul style="list-style-type: none">• Identify various dimensions of organizational communication
	<ul style="list-style-type: none">• Examine the conflict process and its resolution within organizations
Module 1 (Credit 1) - Foundations of Group Behavior	
Learning Outcomes <i>(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	After learning the module, learners will be able to
	<ul style="list-style-type: none">• Define groups and outline stages of group development
	<ul style="list-style-type: none">• Develop various types of teams at the workplace
Content Outline	<ul style="list-style-type: none">• Defining and classifying groups• Stages of Group development• Difference between Groups and teams• Types of Team
Module 2 (Credit 1) - Communication in Organizations	
Learning Outcomes	After learning the module, learners will be able to

(Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc. ...)	<ul style="list-style-type: none"> Facilitate the process of communication within organizations
	<ul style="list-style-type: none"> Utilize various negotiation strategies to manage organizational conflicts
Content Outline	<ul style="list-style-type: none"> Functions and Direction of communication Barriers to effective communication Conflict Process Negotiation Strategies

Internal exam-NIL

External Exam-50 Marks

References:

Robbins, S.P, and Judge, T.A. (2016). Organizational Behavior, 17th Edition. Pearson Prentice Hall, New Delhi. India

Additional Texts:

Butler, M and Rose, E (2011) Introduction to Organisational Behaviour. Jaico Publishing House, Mumbai. Clegg, S., Korberger, M and Pitsis, T (2012) Managing and Organizations: An Introduction to Theory and Practice. Sage Publications, New Delhi.

Cooper, C.L (2011) Organizational Health and Wellbeing. Vol 1, 2, 3. Sage Publications, New Delhi

Muchinsky, P. (8th Edition). Psychology Applied to Work.

Robbins, S., Judge, T. & Sanghi, S. (2009). Organizational Behavior (13th Ed). Pearson Prentice Hall.

Luthans, F. (2008). Organizational Behavior (11th Ed). Mc Graw Hill International Edition. ISBN: 978-007-125930-9. Singapore.

Singh, K. (2015). Organizational Behavior. Texts and Cases (3rd Ed). Vikas Publishing House Pvt. Ltd. New Delhi

Course Syllabus
Semester: IV
4.4 OEC

Course Title	Marketing Research
Course Credits	2
Course Outcomes	After going through the course, learners will be able to <ul style="list-style-type: none"> • To Understand and analyse the Concept & Process of Marketing Research, types • Understand types of Marketing Research, Methods of Data collections • To know the Difference between Marketing Research & Market Research. • Understanding the Tools & Techniques of Marketing Research
Module 1 (Credit 1)	Overview of Marketing Research
Content Outline	<ul style="list-style-type: none"> • Marketing Research-Meaning & Definition, feature, types and process of Marketing Research, • Qualities of a Good Researcher and Ethics in Research. • Methods of Data collection- Primary Data & Secondary Data & its sources. • Research Design-Concept, Features, process and contents of Research Design
Module 2 (Credit 1)	
Learning Outcomes (Specific related to the module. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to <ul style="list-style-type: none"> • Understanding Sample Design-Methods of sampling, care to be taken while designing sample, • Understanding Hypothesis & its Types. • Understanding Analysis and Interpretation of Data. • Statistical Tools & Techniques used in Marketing Research. • Drafting Research Report-Contents. • Understanding Sample Design and its Methods & selecting correct sample.
Content Outline	Techniques of Marketing Research: <ul style="list-style-type: none"> • Sample Design-Methods of sampling, care to be taken while designing sample, • Hypothesis-Concept & Types of Hypotheses. • Analysis and Interpretation of Data & Statistical Tools & Techniques used in Marketing Research. • Drafting Research Report-Contents of Research Report.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Beri G. C. (2024). Marketing Research, Tata McGraw Hill, New Delhi.
- The Essence of Marketing Research, Prentice Hall, New Delhi.
- Richard D. Irwin, Boston Chisnall, Peter M. (2015). Marketing Research: Text and Cases.
- Ranganatham M. & Krishnaswam O.R. (2016). Marketing Research, Himalaya Publishing House.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing Management. Pearson.
- Philip Kotler, Principles of Marketing Management (19th Edition), Pearson.

Course Syllabus
Semester: IV
4.4 OEC

Course Title	Techniques of Sampling and Hypothesis Testing
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Understand and recognize sampling methods • Estimate population parameters and apply large and small sample test • Understand control charts and solve problems using control charts
Module 1 (Credit 1)	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand the concept of sampling. • Understand different types of sampling.
Content Outline	<ul style="list-style-type: none"> • Sampling: Sampling Concepts, Sampling Distributions and • Estimation: Populations and samples, Parameters and Statistics, Sampling methods including Simple Random sampling, Stratified sampling, Systematic sampling, Judgement sampling and Convenience sampling.
Module 2 (Credit 1)	
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Estimate population parameters • Apply large and small sample tests to analyze the collected data.
Content Outline	<ul style="list-style-type: none"> • Hypothesis Testing and Estimation: Tests concerning means and proportions (one and two samples; t test

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Statistical techniques by S.P. Gupta

Course Syllabus

Semester: IV
4.4 OEC

Course Title	Co-operative Management Mechanism
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none"> • Analyze the functioning and contribution of different types of co-operatives in Maharashtra. • Examine the role of institutions like RBI, NABARD, and SBI in promoting co-operation. • Evaluate the administrative and auditing frameworks of co-operatives and identify their challenges. • Assess the progress of the co-operative movement in India post-independence and suggest measures for improvement.
Module 1 (Credit 1) Special Study of Some Co-operatives in Maharashtra:	
Learning Outcomes <i>(Specific related to the module..</i> <i>e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Describe the working mechanisms of various co-operatives in Maharashtra. • Analyze the socio-economic impact of these co-operatives on rural and urban communities. • Identify challenges and suggest solutions for better performance of these co-operatives. • Discuss the roles of RBI, NABARD, and SBI in supporting co-operatives.
Content Outline	<ul style="list-style-type: none"> • Cotton Co-operatives. • Dairy Co-operatives. • Sugar Co-operatives. • Role of RBI & NABARD in financing co-operatives.
Module 2 (Credit 1) Co-operative Administration and Audit	
Learning Outcomes <i>(Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</i>	<p>After learning the module, learners will be able to</p>

	<ul style="list-style-type: none"> • Understand the objectives and types of co-operative audits. • Identify common defects in co-operative administration and suggest remedies. • Explain the roles and responsibilities of the registrar in co-operatives. • Assess the growth of co-operatives in India since independence.
Content Outline	<ul style="list-style-type: none"> • Objectives, types, defects, and remedies of co-operative audits. • Kinds of audits. • Powers, functions, and responsibilities of the registrar. • Supervision, inspection, and guidance of co-operatives. • Progress of the co-operative movement in India post-independence.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Co-op Marketing of Fruits & Vegetables In India: K. V. Subramanyam Principal Scientist, T. M. Gajanan science Bangalore, Concept Publishers, New Delhi - 110059
- Co-op Marketing in India and Abroad: L. P. Singh, Himalaya Publicity House, New Delhi.
- Co-operative Perspective Latest Issues: Vainkunth Mehta Co-op. Management Institute, Pune-7
- Indian Agriculture & Agri-Business Management: Dr. Smita Diwase, Scientific Publishers, India
- Agri. Marketing: Swalia Bihari Verma, Scientific Publishers India, 5A New Pali Road Jodhpur-342001
- Mathur G. R.: Co-operatives In India
- Kulkarni K. R.: Theory & Practice of Co-operation in India, Volume I&II.
- Hajela T. N.: Principles & Problems of Co-operation.
- Sharada V.: The Theory of Co-operation

Course Syllabus
Semester: IV
4.4 OEC

Course Title	Investment & Risk Management
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to -</p> <ul style="list-style-type: none"> • Understand and apply key concepts in fixed income securities such as bond pricing, YTM, duration, and convexity for effective investment and risk management. • Utilize derivatives (forwards, futures, options, swaps) for managing risks related to interest rates, currency, and market fluctuations.
Module 1 (Credit 1) - Investment in Fixed Income Securities	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none"> • Understand investment objectives and types of fixed income securities, including government and corporate bonds. • Explain key bond concepts such as coupon rate, yield to maturity (YTM), and bond pricing. • Calculate clean and dirty prices and perform yield calculations for bonds. • Analyze interest rate risk using duration and convexity as risk measures in bond investments.
Content Outline	<ul style="list-style-type: none"> • Objectives of investments, • Types of investments, • Coupon and YTM concepts, • Bond market basics, bond pricing and yield calculation, clean and dirty price, interest rate risk measures like Duration and Convexity
Module 2 (Credit 1) - Risk Management through Derivatives	
Learning Outcomes	<p>After learning the module, learners will be able to -</p> <ul style="list-style-type: none"> • Understand the nature and fundamentals of derivatives, including their types and how they function in financial markets. • Explain and differentiate between various derivatives, such as forwards, currency futures, options, and interest rate swaps. • Demonstrate an understanding of margin requirements in derivative transactions and their role in managing risk. • Apply interest rate swaps and forward rate agreements (FRAs) for hedging interest rate risks and managing financial exposure.
Content Outline	<ul style="list-style-type: none"> • Derivative: Nature, types, fundamentals, forwards, currency futures and options, • Interest rate swaps and futures, • Concept of margins, • Interest rate swaps and FRAs

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Treasury Management in India by R. K. Gupta
- Treasury Management- IIBF, Mcmilan, New Delhi, 2023 (3rd Edition).
- Kotreshwar G -Risk Management: Insurance & Derivatives- 2/e, Himalaya Publishing, Mumbai.
- Chance -Introduction to Derivatives & Risk Management-, Cengage Learning, New Delhi.
- Steven M. Bragg., Treasury Management: The Practitioner's Guide.
- Hong Kong Institute of Bankers (HKIB), Corporate Treasury Management.
- Stanley Myint and Fabrice Famery, The Handbook of Corporate Financial Risk Management.

Course Syllabus
Semester: IV
4.4 OEC

Course Title	Analysis of Economic System
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Understand and analyze different economic systems (Capitalism, Socialism, and Mixed Economy) and their evolution. • Evaluate government roles, market mechanisms, and incentives in various economic systems. • Assess the efficiency and effectiveness of economic systems in achieving economic growth and social welfare. • Analyze the impact of globalization, liberalization, and privatization on economic systems, especially in India. • Compare and contrast the advantages and disadvantages of Capitalism, Socialism, and the Mixed Economy.
Module 1(Credit 1)	Unit 1-Capitalism and Socialism
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Explain the meaning, definition, and features of Capitalism and Socialism. • Analyze the institutional framework of Capitalism, including the roles of government, competition, profit motive, and consumer sovereignty. • Define central planning, discuss its rationale, and evaluate its criticisms, particularly in the USSR and China. • Compare the merits and demerits of Capitalism and Socialism in terms of economic growth, efficiency, and social justice.
Content Outline	<ul style="list-style-type: none"> • Capitalism-, meaning & definition, Features of Capitalism • Socialism-meaning & definition, Features of Socialism • The institutional framework of capitalism-- the role of government, the role of competition and market mechanism, the role of the profit motive, the role of consumer's sovereignty • Central Planning – definition, the rationale for central planning, and criticism of central planning regarding socialist countries like the USSR and China • Merits and demerits -Capitalism and Socialism
Module 2(Credit 1)	Unit 2: Mixed Economy
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Identify the key features of the Mixed Economy and how it

	combines aspects of Capitalism and Socialism. <ul style="list-style-type: none"> • Examine the role of the public and private sectors, with a focus on India. • Analyze the impact of Liberalization, Privatization, and Globalization, (LPG) on the Indian economy. • Assess the merits and demerits of the Mixed Economy in achieving economic stability and development.
Content Outline	<ul style="list-style-type: none"> • Mixed Economy-Evolution, meaning & definition, • Features of Mixed Economy • Role of Public Sector and Private Sector with special reference to India, Globalization, Liberalization, and Privatization with special reference to India • Merits and Demerits of Mixed Economy

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Smith, A. (1776). An Inquiry into the Nature and Causes of the Wealth of Nations. W. Strahan and T. Cadell.
- Marx, K., & Engels, F. (1848). The Communist Manifesto.
- Friedman, M. (1962). Capitalism and Freedom. University of Chicago Press.
- Schumpeter, J. A. (1942). Capitalism, Socialism, and Democracy. Harper & Brothers.
- Sen, A. (1999). Development as Freedom. Oxford University Press.
- Stiglitz, J. E. (2015). The Price of Inequality: How Today's Divided Society Endangers Our Future. W.W. Norton & Company.
- Dornbusch, R., Fischer, S., & Startz, R. (2018). Macroeconomics (13th ed.). McGraw-Hill Education.
- Krueger, A. O. (2002). Economic Policy Reforms and the Indian Economy. University of Chicago Press.
- Stiglitz, J. E. (2002). Globalization and Its Discontents. W.W. Norton & Company.
- Government of India (1991). New Economic Policy (Liberalization, Privatization, and Globalization Reforms). Ministry of Finance.

Course Syllabus
Semester: IV
4.4 OEC

Course Title	Budgetary Control and Recent Trends in Business Accounting
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Familiarize students with the basics of budgetary control- Cash Budget • Understand the recent trends in Accounting
Module 1 (Credit 1) Budgetary control - Cash Budget	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the Concept of Cash Budget and its importance • Develop the Budgeting skills and enhance the financial decision making skills
Content Outline	Theory:
	<ul style="list-style-type: none"> • Objectives of Budgetary Control, • Types of Budgetary Control, • Objectives, Advantages and limitations of Cash budget
	Problems on :
	<ul style="list-style-type: none"> • Cash Budget
Module 2 (Credit 1) Recent Trends in Accounting	
Learning Outcomes	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the recent trends in accounting • Understand the concept of Brand Accounting and Royalties Accounting and Cloud Accounting
Content Outline	Theory:
	<ul style="list-style-type: none"> • Introduction to Brand Accounting, • Methods and Applications in Brand Accounting. • Introduction to Royalties Accounting, • Meaning and Types of Royalties Accounting. • Introduction to Cloud Accounting, Features • Cloud Accounting vs. Traditional Accounting Software.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Ainapure, Advance Accounting, Manan Prakashan -Mumbai, 2023
 - Choudhary, Corporate Accounting, Sheth Publishers, - Mumbai, 2023
 - Kishnadwala, Financial Accountancy & Management, Vipul Prakashan, Mumbai, 2022
 - R.L.Gupta, Advance Accountancy, Sultan Chand & Sons - Delhi, 2023
- Shukla & Grewal, Advance Accountancy, S. Chand & Co – Delhi, 2023

COURSE SYLLABUS

Semester: IV

4.4- OEC

Course Title	Business Communication Skills
Course Credits	2
Course Outcomes	After going through the course, learners will be able to <ul style="list-style-type: none">• Draft sales letters, advertisements, press releases, reports, and covering letters.• Draft job applications, CVs (one-page CV and detailed CV)• Draft offer letters, acceptance letters, rejections, and resignations.• Prepare for job interviews.
Module 1 (Credit 1) Writing Sales Letters, Advertisements, Press Releases and Reports.	
Learning Outcomes	After learning the module, learners will be able to <ul style="list-style-type: none">• Draft Sales Letters and Advertisements.• Write press releases and covering letters.• Learn how to write different kinds of reports.
Content Outline	<ul style="list-style-type: none">• Preparing Sales Letters and Advertisements- Theory and Practice.• Press Release and Covering Letters.• Report Writing.
Module 2 (Credit 1) Job Applications, CVs and Job Interviews	
Learning Outcomes	After learning this module, learners will be able to <ul style="list-style-type: none">• Draft job applications, CVs (one page as well as a detailed one)• Draft letters - offers, acceptance, rejections, and resignations.• Appear confidently for job interviews.
Content Outline	<ul style="list-style-type: none">• Job Application and Curriculum Vitae• Offer Letters, Acceptance Letters and Resignation Letters.• Preparing for Job Interviews, Do's and Don'ts of job interviews.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE) :

Internal – NIL

External –50- Marks

References:

- Chaturvedi, P,D and Chaturvedi, Mukesh. Business Communication (For F.Y.B.Com Mumbai University) Dorling Kindersley (India) Pvt. Ltd. 2012
- Doctor, Rhoda,A, and Aspi Doctor. Business Communication. (F.Y.B.Com Sem-2) Sheth Publishers, 2011.

- Mulgaonkar,S,D, and Waradkar, V,G. Business Communication. Manan Prakashan, Mumbai. June 1997.
- Rayudu, C, S. Communication.Himalaya Publishing House, 2010.
- Rai, Urmila. Business Communication. Himalaya Publishing House, 2014.
- Kennedy, Mickie. Beginner's Guide to Writing Powerful Press Releases: Secrets the Pros Use to Command Media Attention. Createspace Independent Pub (12 October 2014)
- Gupta,S,C. A Handbook of Letter Writing. Arihant Publications. 2016.

Course Syllabus
Semester: IV
4.5--SEC

Course Title	Fundamentals of Insurance
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	<ul style="list-style-type: none"> • Understand the fundamental concepts and operations within the insurance sectors. • Know the application of theoretical knowledge to real-world scenarios of insurance sector • Ready for careers in insurance, and related financial services industries. • Study the business practices, products, and services offered by insurance companies. • Familiarize students with the principles, theories, and concepts underlying banking and insurance activities
Module 1 (Credit 1)	Introduction to Insurance
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Demonstrate a comprehensive understanding of the principles, concepts, and practices governing the insurance sectors. • Enhance the understanding of students about the roles such as insurance professionals, insurance agents, financial analysts, risk managers, and regulatory compliance officers.
Content Outline	<ul style="list-style-type: none"> • Insurance: Meaning, Definition, Nature and Functions of Insurance, • Principles of Insurance, • Types of Insurance, • Bancassurance and • IRDA- Meaning, Role and Power of IRDA
Module 2 (Credit 1)	Life Insurance & General (Non-Life) Insurance:
Learning Outcomes (Specific related to the module e.g. Define, Differentiate, Carry out, Design, etc)	After learning the module, learners will be able to
	<ul style="list-style-type: none"> • Understand the different products under life insurance and general insurance sectors • Analyses the different types of life insurance and general insurance

Content Outline	<ul style="list-style-type: none"> • Life Insurance: History and Formation of Life Insurance Corporation (LIC) of India, Nature of Life Insurance contract, Classification of Policies, Calculation of Premium, • Fire Insurance: Nature and Use of Fire Insurance, Types of Fire Insurance, • Health Insurance: Meaning, Various types of Policies and • Motor Insurance: Meaning, Various types of Policies • Practical problems on Fire insurances
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Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL Marks

External – 50-Marks

References:

- Principles and Practices of Banking Authors by Indian Institute of Banking & Finance Published by Macmillan India Ltd.
- Insurance Principles and Practice Authors by M.N. Mishra Published by S. Chand Publishing Edition: Latest edition Publication Year: Varies based on the edition.
- Life & General Insurance -Manjula V.; Marwa Mona and Narasimha Murthy H.
- Insurance Principles and Practice – M N Mishra & S B Mishra – S. Chand 22nd Edition.
- Insurance Claims Solutions – DR L.P Gupta Revised Edition.
- Introduction to Risk Management & Insurance – Mark S Dorfman & David A. Cather – Tenth Edition.

COURSE SYLLABUS

Semester: IV

4.5 - SEC

Course Title	Advertising Skills
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ul style="list-style-type: none">• Identify and explain the elements that constitute an effective advertisement.• Create advertisement copy including headlines and body text using professional techniques.• Design advertisement layouts and illustrations that enhance visual communication.• Develop and produce creative advertising content for print, television, and radio media by applying scriptwriting, layout design, and audio-visual storytelling techniques.• Analyze and apply artificial intelligence in the creation of advertising content.
Module 1 (Credit 1)	Elements and Construction of Advertisements
Learning Outcomes (Specific related to the module.. e.g. Define, Differentiate, Carry out, Design, etc.)	<p>After learning the module, learners will be able to</p> <ul style="list-style-type: none">• Identify the critical elements that make an advertisement impactful.• Develop effective headlines and differentiate between various types of headlines.• Design advertisement layouts and apply techniques of illustration.• Construct visually appealing advertisements.
Content Outline	<ul style="list-style-type: none">• Role of different elements in advertising• Advertisement Copy: Elements of copy (headline, body, slogan, tagline) and types of copy• Headline: essentials of a good headline, forms of headlines• Advertisement construction: structure and flow• Layout: meaning, features, types of layout, essential qualities of effective layout.• Illustration: functions and techniques of illustration.
Module 2 (Credit 1)	Creating Media Based Advertising – Print, TV and Radio
Learning Outcomes (Specific related to the	<p>After learning the module, learners will be able to</p>

<p>module.. e.g. Define, Differentiate, Carry out, Design, etc. ...)</p>	<ul style="list-style-type: none"> • Design creative print advertisements for newspapers, magazines, and posters using layout principles. • Write structured scripts for TV commercials. • Develop storyboard for a TV advertisement that integrates visuals, dialogue, and direction. • Compose impactful radio advertisement scripts using sound, music, and voice to engage and persuade listeners. • Differentiate between the creative demands of print, TV, and radio media, and design advertisement content accordingly. • Explore and evaluate the use of AI tools in the creation of advertisements across print, TV, and digital platforms
<p>Content Outline</p>	<ul style="list-style-type: none"> • Print Advertisements: Characteristics of print media (newspapers and magazines), Planning and designing effective print advertisements, Designing posters: layout, colour schemes, typography, and visual impact. • Television and Radio Advertisements: Television Advertisements: Techniques for creating engaging visual advertisements, Script writing for TV commercials, Developing and organizing a storyboard. Radio Advertisements: Role and impact of audio elements: voice, sound, music, Creative use of words in radio copywriting, Structuring short, engaging, and persuasive radio scripts. • Role of Artificial Intelligence in Creating Advertisements: Introduction to AI tools in advertising, AI in copywriting, visual generation, and scriptwriting.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Internal – NIL

External – 50-Marks

References:

- Arens, W. F. (2013). *Contemporary Advertising* (13th ed.). McGraw-Hill Education.
- Batra, R., Myers, J. G., & Aaker, D. A. (2018). *Advertising Management* (5th ed.). Pearson Education India.
- Bullmore, J. J. D., & Waterson, M. J. (2020). *The Advertising Association Handbook*. Holt, Rinehart & Winston.
- Chunawalla, S. A. (2021). *Fundamentals of Advertising*. Himalaya Publishing House.
- Gupta, R. (2015). *Advertising: Principles and Practice*. S. Chand Publishing.
- Jethwaney, J., & Jain, S. (2018). *Advertising Management* (2nd ed.). Oxford University Press India.
- Moriarty, S., Mitchell, N. D., & Wells, W. D. (2016). *Advertising* (10th ed.). Pearson.
- Ogilvy, D. (2007). *Ogilvy on advertising*. Prion Books.
- Wells, W., Burnett, J., & Moriarty, S. (2011). *Advertising: Principles and Practice* (7th ed.). Pearson Education.

Course Syllabus

Semester: IV

4.5 - SEC

Course Title	Fundamentals of Investment in Stock Markets
Course Credits	2
Course Outcomes	After going through the course, learners will be able to:
	<ul style="list-style-type: none">• Understand the basic structure and participants of the stock market.
	<ul style="list-style-type: none">• Apply fundamental and technical analysis to evaluate stocks.
	<ul style="list-style-type: none">• Build and manage a diversified investment portfolio.
	<ul style="list-style-type: none">• Analyze mutual funds and choose suitable investment strategies.
Module 1 (Credit 1) Unit 1: Introduction to Securities Market	
Learning Outcomes	After learning the module, learners will be able to:
	<ul style="list-style-type: none">• Understand primary and secondary stock markets.
	<ul style="list-style-type: none">• Know the requirements to start investing (bank, demat, trading accounts).
	<ul style="list-style-type: none">• Learn the process of opening accounts and required documents (KYC, CKYC, etc.).
	<ul style="list-style-type: none">• Understand the basics of intra-day trading.
Content Outline	Stock Market - Primary market and Secondary market. Pre-requisite to invest in stock Market- Bank Account, Demat Account and Trading account, Demonstration of Opening demat and trading account, Basic Service Demat Account (BSDA), KYC documents, CKYC, Nomination Modes of investment - Mutual fund & Direct equity Trading- Intra-day trading - Online trading
Module 2 (Credit 1) Unit 2: Fundamental and Technical Analysis	
Learning Outcomes	After learning the module, learners will be able to:
	<ul style="list-style-type: none">• Analyze securities using both fundamental and technical analysis, including economic, industry, and company-level evaluation.
	<ul style="list-style-type: none">• Apply basic tools of technical analysis to interpret market trends

	and make informed investment decisions.
	<ul style="list-style-type: none"> • Understand and explain the importance of portfolio diversification in managing investment risk.
	<ul style="list-style-type: none"> • Evaluate different types of mutual funds, understand NAV, and compare various investment methods such as Lump Sum, SIP, and NFO.
Content Outline	<p>Security Analysis, Fundamental Analysis – Economic analysis, Industry analysis and Company analysis</p> <p>Technical analysis, Basic tools of technical analysis, Portfolio diversification</p> <p>Types of mutual fund based on structure, objectives and investment style, NAV, Ways of investing in mutual fund - Lump sum and SIP, NFO</p>

Internal - NIL

External – 50 Marks

References

- Preeti Singh, 2017, *Fundamentals of Investment Management*, Himalaya Publishing House, Mumbai.
- Vasant A. Avadhani, 2017, *Fundamentals of Investment*, Himalaya Publishing House, Mumbai.
- Bharati V. Pathak, 2023, *Indian Financial System*, Pearson Education India, New Delhi.
- Jia Makhija, 2022, *Financial Markets*, Vipul Prakashan, Mumbai.

4.7 CE

Course Title +	Community Engagement in Management Studies
Course Credits	2
Course Outcomes	<p>After going through the course, learners will be able to</p> <ol style="list-style-type: none"> 1. Understand the Role of Community Engagement in Management 2. Analyze the Plan and Manage Community Engagement Projects Effectively. 3. Develop Collaboration with Key Stakeholders.
Module 1 (Credit 1) : Community Engagement and Corporate Social Responsibility (CSR)	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1. Evaluating the importance of community engagement for businesses and society 2. Understanding the Definition, frameworks, and models of CSR 3. Analyzing real-world CSR campaigns and their effectiveness 4. Balancing corporate goals with community welfare
Content Outline	<ul style="list-style-type: none"> • Introduction to Community Engagement • Corporate Social Responsibility (CSR) • Case Studies of Successful CSR Initiatives: • Ethical Dilemmas in Community Engagement
Module 2 (Credit 1) Social Entrepreneurship, Sustainability, and Project Management for Community Engagement	
Learning Outcomes	<p>After learning the module, learners will be able to</p> <ol style="list-style-type: none"> 1. Evaluating Difference between social entrepreneurship and traditional entrepreneurship 2. Analyzing the Role of businesses in achieving global sustainability targets 3. Developing Tools and metrics for assessing the effectiveness of community initiatives

Content Outline	<ul style="list-style-type: none"> • Social Entrepreneurship • Sustainable Development and the SDGs • Project Management for Community Engagement • Measuring Social Impact
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Rubrics for Evaluation of Community Engagement

Sr.No	Type of Evaluation	Criteria for Evaluation	Marks Obtained	Total
1.	Community Engagement Internal Assessment (25) (To be filled by Internal Examiner)	A) Community Engagement Activity (15)		
		1) Objective/ Purpose of the Activity (5)		
		2) Relevance (5)		
		3) Methodology (5)		
		B) Skills (10)		
		1) Commitment (3)		
		2) Involvement (4)		
		3) Communication (3)		
2	Report, Presentation and Viva Internal Assessment (25) (To be filled by Internal Examiner)	A) Report Writing (25)		
		1) Details of the Community Engagement. (7)		
		2) Objectives and Outcomes/Achievement of the Community Engagement (5)		
		3) Presentation and Layout of the Report (3)		
		4) Presentation (5)		
		5) Project Viva (5)		
		Total		

