SNDT Women's University, Mumbai

Bachelor of Management Studies (BMS)

as per NEP-2020

Syllabus
(w.e.f. 2024-25)
Under Graduate Programme
Effective from 2024-25

Programme Template:

Programme Degree e.g. B.A./B.Com./B.Sc./ B.M.S., etc.		**Bachelor of Management Studies (BMS)**
Parenthesis if any (Specialization)e.g. History, Human Development, English, etc.		
Preamble (Brief Introduction to the programme)		A Four - Year **Bachelor of Management Studies (BMS)** degree programs that include research components. BMS is a course in the management domain that imparts practical and theoretical knowledge. The main aim of the course is to make students well equipped with the application of management principles in various industrial scenarios. This course gives the students an understanding of how organizations work, how they are managed, and how organizations interface with each other in the environment. This degree Program is divided into 8 semesters. Students will also have a 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.
Programme Specific Outcomes (PSOs) *Action Verbs demonstrating (Major) discipline-related knowledge acquisition,*		After completing this Programme, Learner will
	1	Develop a foundation and understanding of managerial concepts, principles and practices.

mastery over cognitive and professional, vocational skills are to be used *e.g. demonstrate sound understanding of.., analyse, compare, create, design, etc…* *(minimum 5)*	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		The candidate, - (i) should be a citizen of India; (ii) should have passed 10+2 examination with eligibility as per the Admission Policy of the Affiliating University and obtained non zero score in the MAH - BCA/BBA/BMS/BBM CET conducted by the Competent Authority.
Intake (For SNDT WU Departments and Conducted Colleges)		# Decided by University

GENERAL COURSE STRUCTURE & THEME

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
CC	Core Courses
AEC	Ability Enhancement Courses
MDE	Multi-Disciplinary Elective course
VAC	Value Added Courses
SEC	Skill Enhancement courses
VSC	Vocational Skill Courses
DSE	Discipline Specific Elective

Course Name: Bachelor of Management Studies, Bachelor of Management Studies (Honours) and Bachelor of Management Studies (Honours with Research)

Course Level/Duration/System: Undergraduate / Three or Four years/6 or 8 Semesters with multiple entry and exit. The following option will be made available to the students joining BMS Research Program:

a. **One year:** Under Graduate Certificate in Management Studies
b. **Two years**: Under Graduate Diploma in Management Studies
c. **Three years**: Bachelor of Management Studies (BMS)
d. **Four years**: Bachelor of Management Studies with Honours: BMS (Honours) and Bachelor of Management Studies Honours with Research: BMS (Honours with Research)

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- **BMS (Honours with Research):** Minimum 75% marks or equivalent CGPA in BMS Degree up to Sixth Semester.
- **For BMS (Honours)**: BMS Degree

Note: The students who are eligible for BMS (Honours with Research) shall have choice to pursue either BMS (Honours) or BMS (Honours with Research)

Criteria for Exit and Re – entry in Bachelor of Management Studies (BMS) Program

Exit Criteria after First Year of BMS Program
The students shall have an option to exit after 1st year of Bachelor of Management Studies Program and will be awarded with a UG Certificate in BMS. Students on exit must compulsorily complete total **44** credits and additional **04** Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship.

Re-entry Criteria into Second Year (Third Semester)
The student who takes an exit after one year with an award of certificate may be allowed to re-enter into Third Semester for completion of the BMS Program as per the respective University /Admitting Body schedule after earning requisite credits in the First year.

Exit Criteria after Second Year of BMS Program
The students shall have an option to exit after 2nd year of Bachelor of Management Studies Program and will be awarded with a UG Diploma in BMS. Students on exit must compulsorily complete **88** credits and additional **04** Credits either in a Skill based subject or work based Vocational Course offered during summer term or Internship.

Re-entry Criteria into Third Year (Fifth Semester)
The student who takes an exit after second year with an award of Diploma may be allowed to re-enter into fifth Semester for completion of the BMS Program as per the respective University / Admitting Body schedule after earning requisite credits in the Second year.

Exit Criteria after Third Year of BMS Program
The students shall have an option to exit after 3rd year of Bachelor of Management Studies Program and will be awarded with a Bachelor of Management Studies.

Re-entry Criteria into Fourth Year (Seventh Semester)
The student who takes an exit after third year with an award of BMS may be allowed to re-enter into Seventh Semester for completion of the BMS (Honours) or BMS (Honours with Research) Program as per the respective University / Admitting Body schedule after earning requisite credits in the Third year.

Minimum eligibility criteria for opting the course in the fourth year will be as follows:

- **BMS (Honours with Research):** Minimum 75% marks or equivalent CGPA in BMS Degree up to Sixth Semester.
- **For BMS (Honours)**: BMS Degree

Note: The students who are eligible for BMS (Honours with Research) shall have choice to pursue either BMS (Honours) or BMS (Honours with Research)

Model curriculum for UG Degree in BMS

SEMESTER WISE CREDIT DISTRIBUTION OF PROPOSED BMS [BMS (HONOURS) AND BMS (HONOURS WITH RESEARCH)] PROGRAM:

Semester	Core Courses	Ability Enhancement Courses	Multi-Disciplinary Elective course	Value Added Courses	Skill Enhancement courses	Vocational skill Courses	Discipline Specific Elective	Total
I	12	6	2	2	-	-	-	22
II	12	4	2	2	2	-	-	22
III	12	-	2	2	4	2	-	22
IV	14	-	-	2	4	2	-	22
V	8	-	-	-	6	-	8	22
VI	8	-	-	-	6	-	8	22
BMS (Honours)								
VII	4	-	4	-	6	-	8	22
VIII	2	-	-	-	8	-	12	22
BMS (Honours with Research)								
VII	10	-	-	-	4	-	8	22
VIII	-	-	-	-	22	-	-	22

3 Years BMS Program	**Total Credits = 132**
4 Years BMS (Honours) and BMS (Honours with Research)	**Total Credits = 176**

Note: Students can take an extra credit course from their own department or from other department as per the Admitting Body / University norms.

Semester wise Structure and Curriculum for UG Course in BMS

BMS - SEMESTER – I										
Sr. No	**Course Code**	**Course Type**	**Course Title**	**L**	**T**	**P**	**Credit**	**Int.**	**Ext.**	**Total**
1	10122111	CC	Principles of Management and Practices	3	1	0	4	50	50	100
2	10122112	CC	Fundamentals of Marketing	3	1	0	4	50	50	100
3	10122113	CC	Introduction to Financial Accounting	3	1	0	4	50	50	100
4	10822101	AEC	Business Communication	1	1	0	2	50	0	50
5	10822102	AEC	Individual Excellence and Social Dynamics	1	1	0	2	50	0	50
6	10422101 10422102 10422103	MDE	Business Culture of India OR Business Mathematics OR Indian Knowledge System (As per the University syllabus)	2	0	0	2	50	0	50
7	11122101 11122102	VAC	Environmental Studies OR Cyber Security	2	0	0	2	50	0	50
8	10822103 10822104 10822105	AEC	Presentation Skills OR Indian Language OR Foreign Language	1	1	0	2	50	0	50
						TOTAL	**22**	**400**	**150**	**550**

Note:
Indian Languages: Sanskrit/Hindi/All Regional languages

Foreign Languages: Spanish/German/French/Korean/Mandarin

SEMESTER II

Sr. No	Course Code	Course Type	Course Title	L	T	P	Credit	Int	Ext	Total
1	20122111	CC	Business Environment	3	1	0	4	50	50	100
2	20122112	CC	Human Behaviour and Organization	3	1	0	4	50	50	100
3	20122113	CC	Business Economics	3	1	0	4	50	50	100
4	20722101 20722102	SEC	IT Applications in Business OR Introduction to Management Information System (MIS)	1	0	1	2	50	0	50
5	20422101 20422102	MDE	Diversity Management OR Business Statistics	1	1	0	2	50	0	50
6	21122101 21122102 21122103	VAC	Indian Constitution (As per the University syllabus) OR Health and Wellness OR Right to Information	2	0	0	2	50	0	50
7	20822101	AEC	Corporate Communication	1	1	0	2	50	0	50
8	20822102 20822103 20822104	AEC	Technical Writing OR Indian Language OR Foreign Language	1	1	0	2	50	0	50
						TOTAL	**22**	**400**	**150**	**550**

Note:

Indian Languages: Sanskrit/Hindi/All Regional languages

Foreign Languages: Spanish/German/French/Korean/Mandarin

Semester wise Structure and Curriculum for UG Course in BMS

BMS - SEMESTER III (2025 – 2026)

Sr. No.	Course Code	Course Type	Course Title	L	T	P	Credit	Internal	External	Total
1	30122111	CC	Cost and Management Accounting	3	1	0	4	50	50	100
2	30122112	CC	Business Laws	3	1	0	4	50	50	100
3	30122113	CC	Human Resource Management	3	1	0	4	50	50	100
4	30422101	MDE	NGO Management	1	1	0	2	50	0	50
5	30722111 30722112	SEC	Financial Planning OR Consumer and Buying Behavior	3	1	0	4	50	50	100
6	30622101 30622102	VSC	Event Management OR Women Empowerment	2	0	0	2	50	0	50
7	31122101 31122102 31122103 31122104 31122105	VAC	Yoga OR Sports OR National Cadets Corps. (NCC) OR National Service Scheme (NSS) OR Disaster Management	1	0	1	2	50	0	50
	TOTAL						**22**	**350**	**200**	**550**

BMS - SEMESTER IV (2025 – 2026)

Sr. No.	Course Code	Course Type	Course Title	L	T	P	Credit	Internal	External	Total
1	40122101	CC	Entrepreneurship and Startup Management	1	1	0	2	50	0	50
2	40122112	CC	Operations Management	3	1	0	4	50	50	100
3	40122113	CC	Financial Management	3	1	0	4	50	50	100
4	40122114	CC	Business Research Methodology	3	1	0	4	50	50	100
5	41122101 41122102	VAC	International Business OR Public Health and Management	2	0	0	2	50	0	50
6	40722111 40722112	SEC	Stock Market Operations OR Quality Management	3	1	0	4	50	50	100
7	40622101 40622102	VSC	Leadership Development OR Innovation Management	2	0	0	2	50	0	50
	TOTAL						**22**	**350**	**200**	**550**

BMS - SEMESTER V (2026 -2027)

S. No.	Course Code	Course Type	Course Title	L	T	P	Credit	Internal	External	Total
1	50122111	CC	Strategic Management	3	1	0	4	50	50	100
2	50122112	CC	Logistics and Supply Chain Management	3	1	0	4	50	50	100
3	50222311 50222411 50222511	DSE	**Discipline Specific Electives – I** HRM - Human Resource Development FM - Banking & Financial Services MM - Integrated Marketing Communication	3	1	0	4	50	50	100
4	50222312 50222412 50222512	DSE	**Discipline Specific Electives – II** HRM - Industrial Relations FM - Auditing MM- Brand Management	3	1	0	4	50	50	100
5	50722121	SEC	Internship	1	-	3	4	50	50	100
6	50722102	SEC	Advanced Excel / Digital Marketing	1	-	1	2	50	0	50
	TOTAL						**22**	**300**	**250**	**550**

BMS - SEMESTER VI (2026 -2027)

S. No.	Course Code	Course Type	Course Title	L	T	P	Credit	Internal	External	Total
1	60122111	CC	Project Management	3	1	0	4	50	50	100
2	60122112	CC	Business Taxation	3	1	0	4	50	50	100
3	60222311 60222411 60222511	DSE	**Discipline Specific Electives – III** HRM - International Human Resource Management FM - Security Analysis and Portfolio Management MM- Retail Management	3	1	0	4	50	50	100

4	60222312 60222412 60222512	DSE	**Discipline Specific Electives – IV** HRM - Talent Management FM - Advanced Financial Management MM - International Marketing	3	1	0	4	50	50	100
5	60722101	SEC	Corporate Governance / Digital Literacy	2	0	0	2	50	0	50
6	60722122	SEC	Major Research Project	1	-	3	4	50	50	100
	TOTAL						**22**	**300**	**250**	**550**

SEMESTER V

CC - Strategic Management

Course Title	**Strategic Management**
Course Credit	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand and apply the concepts, tools, and frameworks of strategic management for environmental analysis and strategy formulation at corporate and business levels.
	2. Design and implement appropriate strategies by aligning structure, leadership, culture, and resources.
	3. Evaluate performance using strategic control tools.
	4. Analyze real-world business situations to build sustainable competitive advantage considering globalization, digital transformation, ethics, and corporate governance.
Module 1 (Credit 1) Foundations of Business Policy and Strategic Management	
Learning Outcomes	After learning the module, learners will be able to
	• Explain the meaning, nature, scope, and importance of business policy and strategic management.
	• Trace the evolution of strategic management and distinguish it from business policy.
	• Identify and analyze the different levels of strategy—corporate, business, and functional.
	• Develop and evaluate vision, mission statements, business philosophy, goals, and objectives for organizations.

<table>
<tr><td>Content Outline</td><td>1.Business Policy and Strategic Management
Meaning, nature, scope and importance of business policy
Evolution of strategic management
Difference between business policy and strategic management
Levels of strategy – Corporate, Business, Functional
2. Vision, Mission and Objectives
Meaning and importance of Vision and Mission
Components of Mission Statement
Business Philosophy
Goals and Objectives</td></tr>
<tr><td colspan="2">Module 2 (Credit 1) Strategic Management Process and Strategic Analysis</td></tr>
<tr><td rowspan="5">Learning Outcomes II</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>Describe stages of the strategic management process.</td></tr>
<tr><td>Conduct environmental scanning.</td></tr>
<tr><td>Apply tools for external and internal analysis.</td></tr>
<tr><td>Evaluate industry and organizational competitiveness.</td></tr>
<tr><td>Content Outline</td><td>1. Strategic Management Process
Environmental Scanning
Strategy Formulation
Strategy Implementation
Strategy Evaluation and Control
Role and Responsibilities of Strategists
2. Strategic Analysis

External Environment
PESTLE Analysis
Porter’s Five Forces Model
Internal Environment
Resources and Capabilities
Value Chain Analysis
Benchmarking
SWOT Analysis</td></tr>
<tr><td colspan="2">Module 3 (Credit 1) Strategy Formulation and Implementation</td></tr>
<tr><td rowspan="2">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>Define strategic intent and Evaluate corporate and business-</td></tr>
</table>

<table>
<tr><td rowspan="3"></td><td>level strategies.</td></tr>
<tr><td>Apply portfolio analysis techniques.</td></tr>
<tr><td>Examine implementation issues and organizational alignment.</td></tr>
<tr><td>Content Outline</td><td>
1. Strategy Formulation

Strategic Intent
Vision, Mission, Business Philosophy
Goals and Objectives
Corporate Level Strategies

Growth:
Vertical Integration
Joint Venture
Modernization
Retrenchment:
Turnaround
Disinvestment
Liquidation
Stability Strategy

SBU Level Strategies
Porter’s Competitive Strategies
Strategy Choice
BCG Growth Share Matrix
GE Nine Cell Matrix
2. Strategy Implementation
Nature and Importance
Steps in Implementation
Barriers to Implementation
3. Structural & Behavioral Issues
Organizational Structure and Strategy
Leadership and Strategic Change
Corporate Culture
Resource Allocation: Financial, Human, Technological
4. McKinsey 7S Framework
</td></tr>
<tr><td colspan="2">Module 4 (Credit 1) Strategic Evaluation, Contemporary Strategic Issues and Cases</td></tr>
<tr><td>Learning</td><td>After learning the module, learners will be able to</td></tr>
</table>

Outcomes III	• Understand the meaning, nature, scope, and importance of business policy and strategic management.
	• Explain the evolution of strategic management and differentiate it from business policy.
	• Identify the levels of strategy—corporate, business, and functional.
	• Describe vision, mission, business philosophy, goals, and objectives of organizations.
Content Outline	**1. Core Competence and Sustainable Competitive Advantage** • Concept of Core Competence • VRIO Framework • Building Sustainable Advantage **2. Digital Transformation and Innovation Strategy** • Role of Technology in Strategy • E-Business Models • Industry 4.0 and Digital Disruption **3. Globalization and Strategic Alliances** • Global Strategies • Entry Modes in International Markets • Strategic Partnerships **4. Ethics and Corporate Governance in Strategic Management** • Ethical decision-making • Corporate Social Responsibility (CSR) • Governance practices **5. Case Studies** • Indian and Global Business Cases based on strategic decisions

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation	Description
1	Case Study	Case Analysis & Solution on Digital Retailing, Technology & Emerging Trends
2	Assignments/ Role Play	Report & Presentation by preparing a questionnaire and visiting 5 retailers and asking them to answer those questions.
3	Quiz / Written Assignment	Short test or assignment covering core concepts from all units including definitions, processes, importance, benefits, risks and applications of Retail Management.

External – 50 Marks

Reference Books:

1. L.M. Prasad (2005) Business Policy: Strategic Management, Sultanchand & Sons, New Delhi.
2. Bhattacharya & Venkataramini (2004) Managing Business Enterprises: Strategies, Structures & Systems
3. Fred R David (2009) Strategic Management Concepts & Cases, Pearson Prentice Hall.
4. P. Subba Rao (2009), Strategic Management, Himalaya Publishing House

CC - Logistics & Supply Chain Management

Course Title	**Logistics & Supply Chain Management**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Explain concepts and functions of logistics and supply chain management.
	2. Understand logistics activities such as transportation, warehousing and inventory.
	3. Analyze logistics cost and supply chain performance.
	4. Identify the role of IT and globalization in modern logistics.
Module 1(Credit 1) Foundations of Logistics and Supply Chain Management	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the concept and scope of logistics and SCM.
	• Identify the role of logistics in the supply chain.
	• Understand customer service and basic forecasting.
Content Outline	• **Logistics Management** Meaning and scope of logistics. Inbound, outbound and integrated logistics. Objectives and importance of logistics. Marketing and logistics interface. • **Supply Chain Management** Meaning and objectives of SCM. Functions and participants in supply chain. Difference between Logistics and SCM. • **Customer Service in Logistics** Meaning and importance. Elements and levels of customer service. • **Demand Planning and Forecasting** Meaning and importance.
Module 2(Credit 1) Core Elements of Logistics	
Learning Outcomes	After learning the module, learners will be able to
	• Understand transportation and warehousing concepts.
	• Identify materials handling and packaging basics.

Content Outline	• **Transportation** Concept and importance. Modes of transportation – Road, Rail, Air, Water. Factors affecting transportation decisions. • **Warehousing** Meaning and functions. Types of warehouses. Basic warehousing decisions. • **Materials Handling** Meaning and objectives. Basic equipment and systems. • **Packaging** Functions and importance. Basic packaging types and cost concept.
Module 3(Credit 1) Inventory, Cost and Performance	
Learning Outcomes	After learning the module, learners will be able to
	• Understand inventory basics and cost concept.
	• Analyse performance of supply chain.
Content Outline	• **Inventory Management** Meaning and importance. Basic inventory control techniques. • **Logistics Costing** Meaning and need for cost analysis. Total cost approach (basic). • **Supply Chain Performance** Meaning and importance. Basic performance indicators.
Module 4(Credit 1) Modern Trends in Logistics	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the role of IT in logistics.
	• Identify globalization and outsourcing impact.
Content Outline	• **Information Technology in Logistics** Role of IT in logistics. Basic logistics information system. • **Logistics Outsourcing** Meaning and importance. Benefits and limitations

	• **Global Logistics** Impact of globalization. Basic trends and challenges in global SCM.

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation	Description
1	Project / Case Study	Study on logistics or supply chain practices such as transportation systems, warehousing operations, inventory management, customer service, or global logistics of any company.
2	Group Discussion / Case Analysis	Discussion on topics like role of logistics in SCM, transportation decisions, warehousing importance, logistics cost, or impact of globalization on supply chain.
3	Presentation / Seminar	PPT / Seminar on logistics functions, supply chain process, inventory control, logistics outsourcing, or IT in logistics.
4	Quiz / Written Assignment / Test	Objective or descriptive test covering concepts of logistics, transportation, warehousing, inventory, cost and modern logistics practices.

External – 50 Marks

References

1. Christopher, M. (2016). *Logistics and supply chain management* (5th ed.). Pearson.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). *Designing and managing the supply chain* (4th ed.). McGraw-Hill.
3. Waters, D. (2019). *An introduction to supply chain management* (3rd ed.). Palgrave Macmillan.
4. Ballou, R. H. (2018). *Business logistics and supply chain management* (5th ed.). Pearson.
5. Sople, V. V. (2018). *Logistics management* (3rd ed.). Pearson India.

DSE - Human Resource Development

Course Title	**Human Resource Development**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Explain contemporary concepts, scope, and strategic importance of Human Resource Development.
	2. Apply training and development tools to address organizational skill gaps.
	3. Analyse organizational change and development interventions in real-world contexts.
	4. Assess employee morale, engagement, and well-being using HRD frameworks.
	5. Demonstrate ethical, inclusive, and future-ready HRD practices aligned with NEP 2020.
Module 1(Credit 1) Basics of HRD	
Learning Outcomes	After learning the module, learners will be able to
	• Define and explain the concept, scope, and objectives of HRD.
	• Differentiate between HRD and HRM in modern organizations.
	• Describe the role and competencies of HRD professionals.
	• Outline the process of designing and evaluating HRD systems.
Content Outline	• Evolution and concept of Human Resource Development, Objectives, scope, need, and importance of HRD • HRD and its contribution to organizational value chain • Roles and competencies of HRD managers • Designing effective HRD programs, Evaluation of HRD programs • Introduction to HR analytics for HRD
Module 2(Credit 1) Training and Development	
Learning Outcomes	After learning the module, learners will be able to
	• Identify training needs at individual and organizational levels.
	• Classify various types of training and development programs.
	• Apply appropriate training methods for different learning situations.
	• Evaluate the effectiveness of training programs.

Content Outline	• Concept and importance of training and development • Training Need Analysis (TNA) • Learning theories and adult learning principles • Types of training: induction, job training, promotion training, refresher training, reskilling and up-skilling • On-the-job training methods • Off-the-job training methods • E-learning, virtual training, blended learning • Evaluation of training effectiveness • Learning organizations and continuous learning culture
Module 3(Credit 1) Organizational Change	
Learning Outcomes	After learning the module, learners will be able to
	• Explain the nature and process of organizational change.
	• Analyze causes of resistance to change and strategies to manage it.
	• Describe the concept and objectives of Organizational Development.
	• Apply OD interventions in organizational settings.
Content Outline	• Concept and types of organizational change • Resistance to change and managing transitions • Role of leadership in change management • Organizational Development: meaning, characteristics, and objectives • OD process and steps • OD interventions: team building, process consultation, sensitivity training, culture interventions • OD in digital and hybrid work environments
Module 4(Credit 1) Working Environment	
Learning Outcomes	After learning the module, learners will be able to
	• Define employee morale and identify factors affecting it.
	• Assess job satisfaction and employee engagement levels.
	• Apply techniques to improve morale and team effectiveness.
	• Recognize the importance of employee well-being and inclusive HR practices.
Content Outline	• Meaning and characteristics of employee morale • Factors affecting morale • Types and measurement of morale • Job satisfaction and motivation • Employee engagement and retention strategies • Team building and collaboration • Employee well-being, mental health, and work-life balance • Diversity, equity, inclusion, and ethical HRD practices

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Case Study	Analysis of an Indian or global HRD or change management case
2	Skill-based Activity	Role play, simulation, or training design exercise
3	Project / Book Review	Review of a prescribed HRD book or field-based mini project
4	Presentation/Participation	Group presentation, discussion, or reflective learning activity

External – 50 Marks

References

1. Rao, T. V (1995), Human *Resource Development, Sage India*
2. Dessler, G (2017), *Human Resource Management, Pearson Education*
3. Noe, R. A. (2024), *Employee Training and Development*
4. Armstrong, M., *Handbook of Human Resource Management Practice*
5. Selected SHRM and CIPD reports
6. Harvard Business Re view (selected HR and leadership articles)

DSE - Banking and Financial Services

Course Title	**Banking and Financial Services**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Explain the structure and functions of the banking and financial system.
	2. Analyse various banking products and financial services offered in India.
	3. Evaluate the role of regulatory authorities in banking and financial markets.
	4. Apply practical knowledge of digital banking and emerging trends in financial services.
Module 1(Credit 1) – Indian Banking System	
Learning Outcomes	After learning the module, learners will be able to
	• Define banking and explain its evolution in India.
	• Explain the role of regulatory authorities in banking.
Content Outline	• Meaning and Evolution of banking in India • Structure of Indian Banking System - Commercial Banks, Cooperative Banks, Regional Rural Banks, Small Finance Banks & Payment Banks • Reserve Bank of India – Role and functions, Monetary policy and credit control measures
Module 2(Credit 1) Banking operations and services	
Learning Outcomes	After learning the module, learners will be able to
	• Differentiate between retail and corporate banking services.
	• Describe modern banking practices and payment systems.

Content Outline	• Types of Deposits, Types of Loans and Advances
	• Retail Banking and Corporate Banking
	• Priority Sector Lending
	• Digital Payment System and E-Banking
	    • NEFT, RTGS, IMPS
	    • UPI
	    • Mobile Banking
	• Core Banking Solutions (CBS)

Module 3(Credit 1) Financial Markets and Financial Services	

Learning Outcomes	After learning the module, learners will be able to
	• Define financial markets and instruments.
	• Explain various non-banking financial services.
Content Outline	• Financial Markets – Meaning and Structure , Types – Money Market and Capital Market • Role of Stock Exchange (BSE, NSE & OTCEI) , Securities Exchange Board of India (SEBI) • Financial Services - Mutual Funds, Insurance, Venture Capital, Leasing and credit rating – Importance and functions • Non-Banking Financial Companies (NBFCs) • Merchant Banking and Investment Banking
Module 4(Credit 1) Digital banking and Emerging Trends	
Learning Outcomes	After learning the module, learners will be able to
	• Evaluate the impact of digital transformation in banking.
	• Analyse emerging trends in financial services.
Content Outline	• Meaning and Concept of Digital Banking, Advantages and Limitations of Digital Banking. • Fintech and Technological Innovation – Meaning and scope of Fintech, AI and Blockchain Technology in Banking • Cyber Threats in Digital Banking, Two-Factor Authentication and Data Protection • Neo Banks and Open Banking, Buy Now Pay Later (BNPL) and Green Banking

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Case Study	Banking Operations / Financial Services / Financial Market
2	Project	NBFC / Financial Market
3	Group Discussion	Emerging trends in Banking and Financial services
4	Presentation	Banking Operations and Services

External – 50 Marks

References

1. Mishkin, F. S. (2021). *The economics of money, banking, and financial markets* (13th ed.). Pearson.

2. Khan, M. Y. (2022). *Indian financial system* (12th ed.). McGraw Hill Education.

3. Gordon, E., & Natarajan, K. (2021). *Banking theory, law and practice* (26th ed.). Himalaya Publishing House.

4. Reserve Bank of India. (2023). *Report on trend and progress of banking in India*. RBI Publications.

5. Sundaram, K. P. M., & Varshney, P. N. (2020). *Banking and financial systems*. Sultan Chand & Sons.

6. Choudhari P and Gupta G (2024), Principles and Practices of banking and Insurance, Sheth Publishers Private Ltd

DSE - Integrated Marketing Communication

Course Title	**Integrated Marketing Communication**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Explain concepts and importance of integrated marketing communication in modern business environments.
	2. Design and implement integrated marketing communication strategies using traditional and digital tools.
	3. Analyse, evaluate, and measure effectiveness of IMC campaigns considering ethical and legal aspects.
Module 1(Credit 1) Introduction to Integrated Marketing Communication (IMC)	
Learning Outcomes	After learning the module, learners will be able to
	• Define Integrated Marketing Communication and explain its features and development in modern marketing.
	• Explain the role of IMC in the marketing process and communication mix.
	• Identify the need for coordination and consistency among different IMC tools.
Content Outline	**1. Meaning, Features and Development of IMC** • Meaning of Integrated Marketing Communication • Need for IMC in modern marketing • Main features of IMC – consistency, clarity and customer focus • Growth of IMC with the rise of digital media **2.Role of IMC in Marketing Process & Communication Mix** • Importance of IMC in marketing strategy • Role of IMC in creating brand awareness and brand image - IMC Planning Process and Strategy **3.Coordination of IMC Tools** • Consistent brand message across all tools • Avoiding confusion in communication • Importance of synergy in promotion
Module 2(Credit 1) Tools of IMC: Advertising, PR and Digital Promotion	
Learning Outcomes	After learning the module, learners will be able to
	• Explain objectives, creative strategies, and media planning used in advertising.

	• Describe the role and tools of public relations, sales promotion, and personal selling.
	• Apply basic digital marketing tools such as social media, SEO, and SEM.
Content Outline	**1. Advertising** • Meaning and objectives of advertising • Creative strategy and message design • Media planning and media selection • Evaluation of advertising effectiveness **2. Public Relations, Sales Promotion and Personal Selling** • Meaning and role of public relations • PR tools – press releases, events and sponsorships • Sales promotion tools – discounts, coupons and contests • Personal selling and direct marketing **3. Digital Marketing Tools** • Meaning of social media marketing • Content marketing and online branding • Basics of SEO (Search Engine Optimization) • Basics of SEM (Search Engine Marketing)
Module 3(Credit 1) Implementation and Evaluation	
Learning Outcomes	After learning the module, learners will be able to
	• Plan and implement integrated marketing communication campaigns across multiple communication platforms.
	• Coordinate IMC activities effectively among different departments and communication channels.
	• Evaluate IMC campaign performance using KPIs, ROI, analytics, and feedback.
Content Outline	**1. Implementation of IMC Campaigns** • Planning and launching IMC campaigns • Coordination between different departments • Managing communication on multiple platforms • Monitoring campaign activities **2. Evaluation and Performance Measurement** • Key performance indicators for IMC campaigns • Measuring reach, engagement, conversion and retention • Return on Investment (ROI) and marketing analytics • Use of analytics and feedback
Module 4(Credit 1) Legal and Ethical Issues in Marketing Communication and Emerging Trends	
Learning Outcomes	After learning the module, learners will be able to
	• Explain legal regulations and ethical responsibilities related to marketing communication practices.

	• Identify emerging trends such as influencer, experiential, and global integrated marketing communication
	• Assess future scope of IMC including the growing role global marketing communication.
Content Outline	**1.Legal and Ethical Issues in Marketing Communication** • Advertising laws and regulations • Ethical issues in advertising and promotion • Misleading advertisements • Social responsibility of marketers **2. Emerging Trends in IMC** • Influencer marketing and social media influencers • Experiential marketing • Global marketing communication • Future scope of IMC

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Project	Design integrated IMC campaign plan
2	Research	Impact of IMC on Brands
3	Case Study Analysis	IMC Issues and Brand Solutions
4	Presentation and Viva	Formulate any social responsibility campaigns like save water/say no to the drugs/AIDS/Polio/Save energy/No smoking etc.

External: 50 Marks

References

1. Belch, G. E., & Belch, M. A. (2001). Advertising and promotions: An Integrated Marketing Communications perspective. Tata McGraw-Hill.
2. Chunawalla, S. A., & Sethia, K. C. (n.d.). Foundations of advertising: Theory and practice. Himalaya Publishing House.
3. Blown, K., & Bach, D. (2002). Integrated marketing communications. PHI Learning.
4. Murthy, S. N., & Bhojanna, U. (2010). *Advertising — An IMC Perspective*. Excel Books.
5. Kazmi, S. H. H., & Batra, S. K. (2012). *Advertising and Sales Promotion* (4th ed.). Excel Books.

DSE - Industrial Relations

Course Title	**Industrial Relations**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the concept, scope and significance of Industrial Relations.
	2. Analyse trade unionism and labour movement in India.
	3. Interpret provisions of Industrial Relations Code, 2020.
	4. Evaluate causes and settlement mechanisms of industrial disputes.
	5. Understand collective bargaining and workers' participation in management.
	6. Explain labour welfare, social security and role of ILO in Industrial Relations.
Module 1(Credit 1) Foundations of Industrial Relations	
Learning Outcomes	After learning the module, learners will be able to
	• Understand basic concepts and scope of Industrial Relations.
	• Identify parties and functions of Industrial Relations.
	• Explain approaches to Industrial Relations
Content Outline	• **Introduction to Industrial Relations** Meaning and concept of IR. Scope and aspects of IR. Parties to IR – Employer, Employees, Government. Functions and objectives of IR. Significance of IR in modern industry. Evolutionary shift in IR – from conflict to cooperation. • **Approaches to Industrial Relations**
Module 2(Credit 1) Trade Unionism and Labour Movement	
Learning Outcomes	After learning the module, learners will be able to
	• Understand trade union concepts and functions.
	• Describe labour movement in India.

	• Interpret selected provisions of the Industrial Relations Code.
Content Outline	• **Trade Unionism** Concept and definition of trade union. Objectives and functions of trade unions. Types of trade unions. • **Significance of Trade Unions** Importance to workers, employers and society. • **Labour Movement in India** Rise and growth of trade unionism. Phases of labour movement. Major milestones in Indian labour history
Module 3(Credit 1) Industrial Disputes under Industrial Relations Code,2020, Labour Welfare and Social Security	
Learning Outcomes	After learning the module, learners will be able to
	• Understand concepts and types of industrial disputes.
	• Interpret provisions related to dispute settlement under IR Code.
	• Understand labour welfare and social security provisions.
	• Explain role of ILO in Industrial Relations.
Content Outline	• **Industrial Disputes – Concept and Forms** Meaning and concept. Types – Strike, Lockout, Layoff, Retrenchment, Closure. Causes of Industrial Disputes Settlement of Industrial Disputes • **Labour Welfare and Social Security** Concept and importance of labour welfare. Labour welfare in India. Overview and salient features of Labour Welfare and Social Security Codes. • **ILO and Industrial Relations** Role and functions of ILO. Contribution to labour standards and industrial harmony.
Module 4(Credit 1) Collective Bargaining, Workers' Participation	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the concept and process of collective bargaining.

	• Explain workers' participation in management.
Content Outline	• Collective Bargaining • Concept, functions and objectives. • Process and approaches. • Scope and extent in India. • Collective bargaining agreement and application. • **Workers' Participation in Management** Meaning and objectives. Essentials of workers' participation. Forms and methods.

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation	Description
1	Case Study / Project	Study and report on Industrial Relations practices, Trade Union role, Industrial Dispute case, or Collective Bargaining example in any organization.
2	Group Discussion / Case Analysis	Discussion on topics like Causes of Industrial Disputes, Role of Trade Unions, Workers' Participation in Management, or Labour Welfare practices.
3	Presentation / Seminar	PPT / Seminar on Industrial Relations Code 2020, Collective Bargaining Process, Social Security Code, or Role of ILO.
4	Quiz / Written Assignment / Test	Objective or descriptive test covering concepts of IR, Trade Unions, Industrial Disputes, Labour Codes and Welfare measures.

External – 50 Marks

References

1. Ratnam, C. S. V. (2021). *Industrial relations* (2nd ed.). Oxford University Press.

2. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. (2020). *Industrial relations, trade unions and labour legislation* (3rd ed.). Pearson Education.

3. Venkata Ratnam, C. S. (2019). *Industrial relations* (1st ed.). Oxford University Press.

4. Srivastava, S. C. (2021). *Industrial relations and labour laws* (7th ed.). Vikas Publishing House.

5. Malik, P. L. (2021). *Handbook of labour and industrial law* (16th ed.). Eastern Book Company.

6. Government of India. (2020). *Industrial Relations Code, 2020*. Ministry of Labour and Employment.

7. Government of India. (2020). *Code on Social Security, 2020*. Ministry of Labour and Employment.

8. International Labour Organization. (2022). *World employment and social outlook*. ILO Publicati

DSE - Auditing

Course Title	**Auditing**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the fundamentals of auditing.
	2. Apply audit procedures and techniques in different business environments.
	3. Evaluate internal control systems and risk areas.
	4. Perform basic verification and vouching procedures.
	5. Interpret audit findings and draft simple audit reports.
	6. Develop professional ethics and analytical skills required in auditing.
Module 1(Credit 1) - Concepts of Auditing	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the fundamentals of auditing.
	• Be familiar with types of audit.
	• Understand the audit process and documentation.
	• Recognize professional ethics in auditing.
Content Outline	• Auditing: Definition, objectives, advantages and limitations of Auditing. • Types of Audit: Statutory, Internal, Interim, Continuous and Balance sheet audit. • Audit Process ➢ Planning ➢ Execution ➢ Reporting • Audit Concepts of Materiality and True and fair • Professional Ethics and Auditor’s Responsibilities
Module 2 (Credit 1) - Audit Planning, Risk Assessment and Audit Techniques.	
Learning Outcomes	After learning the module, learners will be able to

	• Understand audit planning procedures.
(Specific related to the module. *e.g.Define, Differentiate, Carry out, Design, etc.)*	• Identify audit risks.
	• Understand audit techniques.
	• Differentiate between internal control, internal check and internal audit.
	• Apply sampling techniques (basic level).
Content Outline	• Audit Planning – Audit Programme and audit working papers. • Audit Risk: ➢ Inherent Risk ➢ Control Risk ➢ Detection Risk • Audit Techniques: ➢ Posing checking ➢ Casting checking ➢ Year-end scrutiny ➢ Test Check • Auditing Sampling (Basic Introduction) • Internal Check, Internal Control and Internal Audit.
Module 3 (Credit 1) – Vouching and Verification	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the concepts of verification of assets and liabilities.
	• Understand the methods of valuation of assets.
	• Apply vouching and verification procedures
	• Detects basic errors and fraud indicators.
Content Outline	• Vouching: ➢ Cash Transactions – Opening Balance, Cash Sales, Receipt from Debtors, Income from Interest & Dividend, Rent received, Sale of Fixed Assets, Sale of Investments, Purchase of Fixed assets, Purchase of Investments, Payment of Salaries & Wages, Payment to creditors, Loans, and travelling expenses. • Verification and Valuation of Assets and Liabilities: ➢ Basic concepts and Valuation and verification ➢ Verification and valuation of Assets: Cash in Hand, Bills Receivables, Investments, Fixed Assets. ➢ Verification and Valuation of Liabilities-Share Capital, Trade Creditors, Bills Payable, Outstanding expenses, Loans taken and Contingent Liabilities.

Module 4 (Credit 1) - Audit Reporting and Contemporary Issues	
Learning Outcomes	After learning the module, learners will be able to
	• Draft simple audit report.
	• Identify different types of audit reports.
	• Understand audit in a computerized environment.
	• 4. Recognize emerging trends in auditing.
Content Outline	• Audit Report ➢ Meaning ➢ Elements of Audit Report ➢ Types of Audit Report • Audit of Limited Companies (Basic Overview) • Audit in Computerized Environment • Emerging Areas in Auditing ➢ Forensic Audit ➢ Environmental Audit ➢ Social Audit

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation	Description
1	Assignment	Preparation of audit plan for a small business.
2	Case Study	Case study on audit risk analysis.
3	Practical Exercise	Vouching and verification
4	Report Writing	Drafting of a simple audit report.
5	Group presentation	On emerging trends in auditing.

References

1. Tandon, B.N. – *Practical Auditing*.
2. Gupta, Kamal – *Contemporary Auditing*.
3. ICAI Study Material – Foundation/Inter Level (Relevant Sections).
4. Basu, S.K. – *Fundamentals of Auditing*.

DSE - Brand Management

Course Title	**Brand Management**
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Understand the concept, importance and strategic role of branding in modern business.
	2. Explain brand equity, CBBE model, brand positioning and process of building strong brands.
	3. Analyze strategic brand management, brand leadership, brand associations and brand performance.
	4. Apply marketing mix and personalized marketing strategies for effective brand building.
	5. Evaluate new trends in branding including digital branding, brand architecture and storytelling.
	6. Develop understanding of customer-centric and purpose-driven brand management.
Module 1(Credit 1) Introduction to Branding	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the concept and importance of branding in modern business.
	• Describe Customer-Based Brand Equity (CBBE) model.
	• Understand the process of building a strong brand.
	• Identify key brand elements and their role in branding.
	• Explain the importance of brand positioning in creating competitive advantage.
Content Outline	• **Concept and Foundations of Branding** ❖ Meaning and concept of brand and branding. ❖ Branding challenges and opportunities. ❖ Benefits and importance of branding for organization and customers.

	❖ Concept of Brand Equity. ❖ Customer-Based Brand Equity (CBBE) Model – concept and components. • **Building and Managing Strong Brand** ❖ Process of building a strong brand. ❖ Brand elements – name, logo, symbol, tagline, packaging, design. ❖ Characteristics of effective brand elements. ❖ Importance of brand positioning. ❖ Creating and communicating brand positioning.
Module 2(Credit 1) Strategic Brand Management	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the concept and process of Strategic Brand Management.
	• Explain brand leadership and its role in managing brands.
	• Identify brand associations and evaluate brand performance.
	• Understand brand design and brand structure.
	• Explain the role of celebrities in branding and brand recognition.
Content Outline	• Concept and process of Strategic Brand Management.Brand management and brand leadership concept. • Brand associations – meaning and importance, Brand performance – concept and evaluation. • Brand design – concept and role in brand identity. • Brand structure – branded house, house of brands, sub-brands. • Role of celebrities in branding – advantages and risks.
Module 3(Credit 1) Planning and Implementing Brand Marketing Programs	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the concept and importance of brand elements.
	• Identify criteria and types of effective brand elements.
	• Explain the concept of personalized marketing approaches.

	• Describe experiential marketing, one-to-one marketing and permission marketing.
	• Understand Godin's five steps to effective permission marketing.
	• Apply marketing mix strategies for building strong brands.
Content Outline	• **Brand Elements** Meaning and concept of brand elements. Criteria for choosing brand elements. Types of brand elements – brand name, logo, symbol, slogan, packaging, design. Role of brand elements in building brand identity and recall. • **Personalizing Marketing** Concept and importance of personalized marketing. Experiential marketing – meaning and application. One-to-one marketing – concept and benefits. Permission marketing – concept. Godin's five steps to effective permission marketing. Marketing Mix Strategies for Branding
Module 4(Credit 1) New Trends in Branding	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the role of graphic design in branding
	• Explain brand hierarchy and brand architecture
	• Identify features and benefits of monochromatic branding and mascots.
	• Understand the role of brand management in digital marketing.
	• Explain purpose-driven branding and customer & employee centric branding.
	• Understand the concept and importance of storytelling in branding.
Content Outline	**A. Visual and Structural Aspects of Branding** Graphic design in branding – concept and importance. Brand hierarchy – meaning and levels.

	Features and advantages of monochromatic branding. Role and importance of mascot in branding. Brand architecture – concept and types. **B. Modern Approaches in Brand Management** Role of brand management in digital marketing. Purpose-driven branding – concept and importance. Customer-centric and employee-centric brand management. Storytelling in branding – concept, importance and application.

Internal – 50 Marks
Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation	Description
1	Project / Case Study	Case study or project on Brand Equity, Brand Positioning, Brand Architecture, Digital Branding, or analysis of any successful brand.
2	Group Discussion / Case Analysis	Discussion on topics such as Brand Loyalty, Brand Recognition, Role of Celebrities in Branding, Purpose-driven Branding, or New Trends in Branding.
3	Presentation / Seminar	PPT / Seminar on CBBE Model, IMC Strategy, Brand Marketing Program, Storytelling Branding, or Digital Brand Strategy.
4	Quiz / Assignment / Test	Objective or descriptive test covering concepts of branding, brand management process, brand elements, marketing mix, and contemporary branding practices.

External – 50 Marks
References

- Keller, K. L., & Swaminathan, V. (2020). *Strategic brand management: Building, measuring, and managing brand equity* (5th ed.). Pearson Education.
- Kotler, P., & Keller, K. L. (2022). *Marketing management* (16th ed.). Pearson Education.

- Aaker, D. A. (2014). *Aaker on branding: 20 principles that drive success* (1st ed.). Morgan James Publishing.
- Kapferer, J. N. (2012). *The new strategic brand management: Advanced insights and strategic thinking* (5th ed.). Kogan Page.
- Chunawalla, S. A. (2019). *Advertising, sales and promotion management* (1st ed.). Himalaya Publishing House.
- Batra, R., Myers, J. G., & Aaker, D. A. (2017). *Advertising management* (5th ed.). Pearson Education India.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity* (1st ed.). Wiley.

SEC - Internship

Course Title	**Internship**
Course Credits	**4**
Course Outcomes	**After going through the course, learners will be able to**
	1. Apply theoretical knowledge in real organizational settings.
	2. Develop professional skills such as communication, teamwork, and problem-solving.
	3. Analyze organizational processes and practices.
	4. Prepare and present a structured internship report based on practical exposure.
Module 1(Credit 1) Internship Orientation and Planning	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the objectives and structure of the internship.
	• Prepare an internship plan with defined learning objectives.
Content Outline	• Meaning and objectives of internship • Internship guidelines and code of conduct • Organizational structure and departmental overview • Setting internship goals and learning outcomes
Module 2(Credit 1) Organizational Study and Functional Exposure	
Learning Outcomes	After learning the module, learners will be able to
	• Examine the organizational structure and management practices.
	• Analyze functional areas such as HR, Finance, Marketing, or Operations.
Content Outline	• Introduction to the organization (vision, mission, products/services) • Departmental functions and coordination • Work processes and standard operating procedures • Observation and participation in assigned tasks

Module 3(Credit 1) Skill Development and Performance Analysis	
Learning Outcomes	After learning the module, learners will be able to
	• Demonstrate professional and technical skills gained during internship.
	• Evaluate work performance and identify areas of improvement.
Content Outline	• Communication and interpersonal skills • Teamwork and time management • Task execution and performance review • Challenges faced and solutions implemented • Supervisor feedback and self-assessment
Module 4(Credit 1) Internship Report and Presentation	
Learning Outcomes	After learning the module, learners will be able to
	• Prepare a structured internship report.
	• Present internship findings effectively.
Content Outline	• Structure of internship report and Documentation • Analysis and interpretation of practical exposure • Conclusion and recommendations • Viva-voce and presentation

Duration – 120 Hours

Evaluation / Assessment Pattern

Sr.No	Type of Assessment	Description	Marks
1	Internal Assessment	Internship Proposal and Plan – with objectives	10
2		Progress report with supervisor's feedback and certificate	10
3		Internship Report - Draft submission of internship documentation	30
4	External Assessment	Final Presentation & Viva	50
		Total	100

Guidelines for Students

- Students must submit a confirmation letter from the company before commencing the internship.
- Students are required to adhere to the company's code of conduct and always maintain confidentiality.

- Punctuality and professional behavior must be maintained throughout the internship.
- A weekly diary or logbook should be maintained to record tasks, observations, and key learnings.
- All required reports and presentations must be submitted within the specified deadlines.
- At the end of the internship, students must submit both the Internship Completion Certificate and the Performance Evaluation Certificate.

SEC - Advance Excel

Course Title	**Advance Excel**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1. Apply advanced Excel functions for business data handling and reporting
	2. Analyze and visualize data using PivotTables, charts and dashboards
	3. Use Excel tools for decision-making, forecasting and automation
	4. Develop professional spreadsheet models for real-world managerial tasks
Module 1 (Credit 1) Advanced Functions and Data Management	
Learning Outcomes	After learning the module, learners will be able to
	• Use advanced Excel formulas for efficient business calculations
	• Manage, clean and validate datasets for accuracy in reporting
	• Organize and interpret data using filtering and conditional tools

Content Outline	• Revision of Excel interface and worksheet management
	• Advanced formulas and functions:
	    ○ IF, IFS, AND, OR
	    ○ VLOOKUP, HLOOKUP, XLOOKUP
	    ○ INDEX, MATCH
	    ○ TEXT, DATE and TIME functions
	• Data cleaning and validation
	• Conditional formatting for business reporting
	• Sorting, filtering and advanced filter techniques
	• Working with large datasets
	• Introduction to Excel Tables and structured references

Module 2 (Credit 1) Data Analysis, Visualization and Automation	
Learning .Outcomes	After learning the module, learners will be able to
	• Perform business data analysis using PivotTables and Excel models
	• Design dashboards and visual reports for managerial decision-making
	• Apply automation and what-if tools for forecasting and optimization

Content Outline	- PivotTables and PivotCharts for business summaries - Data visualization using advanced charts and slicers - Creating interactive dashboards for management reporting - What-if analysis tools: - Goal Seek - Scenario Manager - Data Tables - Introduction to Solver for optimization problems - Basics of Excel Macros and automation - Excel applications in finance, marketing and HR decision-making - Mini project: Business Dashboard Development

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Practical Assignments	Analyzing a dataset or writing a short proposal.
2	Module Tests	Short quizzes or exams at the end of a learning unit (module) to assess comprehension.
3	Final Excel Project (Dashboard)	A capstone project to build a dynamic data visualization dashboard in Excel.

External: There will be no external assessment for this course

References

1. Alexander, M., & Kusleika, D. (2020). *Excel dashboards and reports* (2nd ed.). Wiley.
2. Jelen, B., & Syrstad, T. (2021). *Microsoft Excel inside out*. Microsoft Press.
3. Gupte, R. (2021). *Advanced Microsoft Excel for business and data analysis*. Dreamtech Press India.
4. Sharma, R. (2020). *MS-Excel made easy: An Indian approach*. BPB Publications.
5. Kogent Learning Solutions Inc. (2019). *Microsoft Excel: Complete reference (Indian edition)*. Dreamtech Press.

SEC- Digital Marketing

<table>
<tr><td>Course Title</td><td>Digital Marketing</td></tr>
<tr><td>Course Credits</td><td>2</td></tr>
<tr><td rowspan="5">Course Outcomes</td><td>After going through the course, learners will be able to</td></tr>
<tr><td>1. Explain digital marketing concepts and their importance in business context.</td></tr>
<tr><td>2. Apply digital marketing tools for product, service, and brand promotion.</td></tr>
<tr><td>3. Analyze performance of digital marketing campaigns using basic metrics and analytics.</td></tr>
<tr><td>4. Develop digital marketing strategies considering ethical and legal aspects.</td></tr>
<tr><td colspan="2">Module 1 (Credit 1)</td></tr>
<tr><td rowspan="3">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>• Define digital marketing and differentiate it from traditional marketing.</td></tr>
<tr><td>• Apply basic digital platforms for brand promotion and customer engagement.</td></tr>
<tr><td>Content Outline</td><td>1.Introduction to Digital Marketing
• Meaning, nature, and scope of digital marketing
• Difference between traditional and digital marketing
• Digital marketing ecosystem and customer journey
• Role of digital marketing in business growth

2.Website and Search Engine Marketing
• Importance of websites and landing pages
• Essentials of Search Engine Optimization (SEO): Meaning of SEO, Importance of SEO in digital marketing, Role of keywords in SEO, Organic search results, Benefits of SEO for long-term traffic
• Fundamentals of Search Engine Marketing (SEM) and paid ads: Meaning of SEM (paid promotion on search engines) Difference between SEO and SEM, Google Ads and paid search results, Pay-Per-Click (PPC) advertising, Benefits of SEM for quick visibility</td></tr>
<tr><td colspan="2">Module 2 (Credit 1)</td></tr>
<tr><td rowspan="3">Learning Outcomes</td><td>After learning the module, learners will be able to</td></tr>
<tr><td>• Use social media and content marketing tools effectively.</td></tr>
<tr><td>• Evaluate digital marketing campaigns using metrics and analytics.</td></tr>
</table>

Content Outline	**1.Social Media and Content Marketing** • Meaning and importance of social media marketing: Major platforms: Facebook, Instagram, LinkedIn, YouTube, Content marketing and online branding • Fundamentals of influencer marketing : Role of influencers in digital marketing communication, Types of influencers (celebrity, macro, micro, nano) **2.Email Marketing, Analytics and Ethics** • Meaning and process of email marketing: Types of emails: newsletters, promotional offers, updates, and personalized emails, Steps in email marketing: Building an email list, Designing the email content, Sending and scheduling emails, Tracking customer responses • Online advertising formats and campaigns: Display ads (banners on websites) Search ads (Google ads),Social media ads (Facebook, Instagram, LinkedIn), Video ads (YouTube, Instagram reels) • Basic digital marketing metrics and analytics: Open rate, click-through rate (CTR), conversions, bounce rate. Analytics tools: Google Analytics, social media insights • Ethical and legal issues in digital marketing

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Project	Design and implement a basic digital marketing campaign
2	Research	Analyze impact of digital marketing strategies on brands
3	Case Study Analysis	Evaluate digital marketing problems and brand solutions
4	Presentation & Viva	Present social media marketing or digital branding plan

External: There will be no external assessment for this course

References

1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing *(7th ed.).* Pearson Education.
2. Gupta, S. (2018). Digital marketing: Strategies and applications. McGraw-Hill Education India.
3. Chahal, R., & Chakraborti, J. (2025). Digital Marketing 2.0. Himalaya Publishing House.
4. Ragavendra, K., & Shruthi, P. (2023). Digital Marketing. Himalaya Publishing House.

5. Ryan, D., & Jones, C. (2012). Understanding digital marketing: Marketing strategies for engaging the digital generation. Kogan Page

Semester VI

CC – Project Management

Course Title	**Project Management**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1.Understand the fundamental concepts, characteristics, and life cycle of projects.
	2. Assess the project feasibility
	3. Evaluate budget and risk estimation in project
	4. Apply the new trends in project management
Module 1(Credit 1) Introduction to Project Management and Project Initiation	
Learning Outcomes	After learning the module, learners will be able to
	1. Define project and project management. 2. Discuss the project initiation and project planning
Content Outline	• Mening and concept of project and project management, Classification of projects, Importance of project management • Project Selection – Meaning, importance and criteria of project selection. • Project Manager – Role of project manager, selecting criteria for project manager. • Project Planning – Importance and functions of project planning , Project Life Cycle.
Module 2(Credit 1) Project Feasibility	
Learning Outcomes	After learning the module, learners will be able to
	1. Define project feasibility and explain its importance in project selection. 2. Evaluate and compare different types of project feasibility
Content Outline	• Meaning and concept of Project feasibility, Importance and scope of project feasibility. • Types of project Feasibility – Market, Technical, Financial and operational feasibility • SWOT Analysis – Environmental Impact Assessment and Social Cost Benefit Analysis.
Module 3(Credit 1) Project Budgeting and Risk Estimation	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the concepts of project budgeting, costing, and risk management.

	2. Identify, assess, and prioritize project risks.
Content Outline	• Project budgeting – Meaning and importance of Project Budgeting - Meaning, objectives, and importance of project budgeting, Components of a project budget • Project cost – Components of project cost, Factors affecting on project cost. • Risk identification and risk analysis – Types of risk in projects, Risk Management Process, Risk analysis and identification. • Integration of cost management and risk management in projects
Module 4(Credit 1) Monitoring, controlling and new trends in Project Management	
Learning Outcomes	After learning the module, learners will be able to
	1. Monitor and control project progress. 2. Evaluate project performance using control techniques.
Content Outline	• Project Monitoring - Meaning and objectives of project monitoring, Monitoring vs. evaluation • Project Control - Meaning and importance of project control, control process • Project Reporting and Documentation - Project progress report and closure report, Project Audit • Recent Trends - Sustainability and green project management

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	MCQ/ Quiz	Evaluation covering key concepts such as project life cycle, planning techniques, budgeting, risk management, monitoring, and control.
2	Assignment	Project Feasibility
3	Case Study	Analysis of a real or hypothetical project focusing on planning, risk identification, monitoring, and control with recommendations for improvement.
4	Project	Recent Trends in Project Management

Internal – 50 Marks

References

1. Jhabak Pawan (2019), Project Management, Himalaya Publishing House.
2. Kerzner, H. (2022). *Project management: A systems approach to planning, scheduling, and controlling* (13th ed.). Wiley.
3. Larson, E. W., & Gray, C. F. (2021). *Project management: The managerial process* (8th ed.). McGraw-Hill Education.

4. Meredith, J. R., Mantel, S. J., & Shafer, S. M. (2020). *Project management: A managerial approach* (10th ed.). Wiley.
5. Kloppenborg, T. J., Anantatmula, V. S., & Wells, K. N. (2022). *Contemporary project management* (5th ed.). Cengage Learning.

CC - Business Taxation

Course Title	**Business Taxation**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand and explain the basic concepts, principles, and structure of the Indian taxation system.
	2. Compute taxable income and tax liability of individuals and business entities as per the Income Tax Act.
	3. Analyze and apply provisions relating to Goods and Services Tax (GST) in business scenarios.
	4. Develop tax planning skills and ensure statutory compliance for business decisions.
Module 1(Credit 1): Introduction to Income Tax	
Learning Outcomes	After learning the module, learners will be able to
	• Define basic concepts of income tax such as Assessee, assessment year, previous year, and gross total income.
	• Differentiate between residential statuses and their tax implications.
	• Identify exempted incomes under the Income Tax Act.
Content Outline	• Introduction to Taxation • Types of Taxes: Direct and Indirect Taxes • Income Tax Act, 1961 – Overview • Definitions • Residential Status of an Individual • Scope of Total Income • Exempted Incomes
Module 2(Credit 1): Computation of Income	
Learning Outcomes	After learning the module, learners will be able to
	• Compute income under various heads of income.
	• Apply deductions under Chapter VI-A.
	• Calculate gross total income and taxable income of individuals.
Content Outline	**Heads of Income** • Income from Salary • Income from House Property • Profits and Gains from Business or Profession (Basic concepts) • Capital Gains (Introduction) • Income from Other Sources **Deductions under Chapter VI-A** Computation of Total Income (Theory & Practical)

Module 3(Credit 1): Business Taxation & Tax Planning	
Learning Outcomes	After learning the module, learners will be able to
	• Explain taxation of business income.
	• Compute taxable business profits.
	• Analyze tax planning measures for businesses.
Content Outline	• Meaning of Business and Profession • Allowable and Disallowable Expenses • Depreciation • Presumptive Taxation (Overview) • Tax Planning vs Tax Avoidance vs Tax Evasion • Role of Tax Planning in Business Decisions
Module 4(Credit 1): Goods and Services Tax (GST)	
Learning Outcomes	After learning the module, learners will be able to
	• Explain the structure and scope of GST in India.
	• Differentiate between CGST, SGST, and IGST.
	• Apply GST provisions to business transactions.
Content Outline	• Introduction to GST • Objectives and Features of GST • Types of GST: CGST, SGST, IGST • Registration under GST • Input Tax Credit • GST Returns (Overview) • Impact of GST on Business

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Class Test	Objective and short-answer questions
2	Case Study	Residential status and taxability
3	Assignment	Concept-based written assignment
4	Presentation	Overview of Income Tax system

External – 50 Marks

References

1. Singhania, V. K.(2025), Students' Guide to Income Tax, Taxman Publications
2. Ahuja & Gupta (2025), Systematic Approach to Income Tax, Bharat Law House
3. Datey, V. S.(2015), Indirect Taxes – GST, Taxman Publications
4. Income Tax Act, 1961
5. GST Act and Rules (as amended

DSE - International Human Resource Management

Course Title	**International Human Resource Management**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the foundations of International HRM in a global and multicultural context
	2. Apply global staffing, recruitment, training, and expatriate management concepts
	3. Evaluate international compensation practices and diversity management strategies
	4. Recognize compliance, CSR, ethical-legal issues, and recent trends in global HRM
Module 1(Credit 1) - Introduction to IHRM and Cross-Cultural Workforce *(15 Hours)*	
Learning Outcomes	After learning the module, learners will be able to
	• Define the concept, scope and importance of International Human Resource Management
	• Explain the impact of globalization and multiculturalism on workforce management
	• Identify cross-cultural communication differences and HR challenges in global organizations
Content Outline	• Meaning, nature and scope of International Human Resource Management • Globalization and its impact on HR practices • Multiculturalism in organizations: concept and significance • Managing HR challenges in multinational corporations • Cross-cultural differences in workplace behavior • Cross-cultural communication: barriers, styles and effectiveness • Cultural sensitivity and managing multicultural teams • Emerging challenges in global workforce management
Module 2(Credit 1) - International Staffing and Expatriate Management *(15 Hours)*	
Learning Outcomes	After learning the module, learners will be able to
	• Understand global staffing approaches and international recruitment practices
	• Explain onboarding, training and development processes in multinational corporations

	• Describe the expatriate life cycle including selection, adjustment and repatriation
Content Outline	• Concept of global staffing and workforce planning • International recruitment and selection strategies • Sources of global talent acquisition • Onboarding practices in multinational organizations • International training and development programs • Expatriate management: Meaning and types of expatriates, Expatriate life cycle: selection, preparation, adjustment, performance, Expatriate success and failure factors • Repatriation and career management of global employees
Module 3(Credit 1) - Global Compensation and Diversity Management *(15 Hours)*	
Learning Outcomes	After learning the module, learners will be able to
	• Explain the objectives and structure of international compensation management
	• Analyze expatriate pay packages, benefits and performance-linked rewards
	• Evaluate diversity and inclusion strategies in international workplace settings
Content Outline	• Concept and objectives of international compensation management • Factors influencing global pay structures • Approaches to expatriate compensation • Incentives, allowances and benefits for global employees • Performance-linked compensation in MNCs • Diversity management in international organizations • Inclusion strategies and managing global workforce equity • Challenges of diversity across cultures
Module 4(Credit 1) - Compliance, CSR, Ethics and Emerging Trends in IHRM *(15 Hours)*	
Learning Outcomes	After learning the module, learners will be able to
	• Identify compliance requirements and international labor standards affecting HR policies.
	• Understand CSR, ethical challenges and legal considerations in global HRM
	• Recognize recent trends such as digital HR, remote workforce and AI in IHRM

Content Outline	
	• Compliance management in multinational corporations • International labor standards and role of ILO • Ethical challenges in international HR practices • Legal considerations in global employment systems • Corporate Social Responsibility (CSR) and sustainable HRM • Managing employee rights and workplace fairness globally • Recent trends in International HRM

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Presentation	Presentation on Multiculturalism
2	Assignment	Assignment on International CSR
3	Case Study Analysis	Case study on IHRM ethics
4	Project	Project on International Labor codes

External – 50 Marks

References

1. Rao, P. S. (2025). *International human resource management* (3rd ed.). Himalaya Publishing House.
2. Sinha, P. R. N., Shekhar, S. P., & Bala, I. (2023). *Human resource management* (2nd ed.). Cengage Learning India.
3. Aswathappa, K. (2013). *Human resource management: Text and cases* (6th ed.). McGraw-Hill Education.
4. Reiche, S. B., Stahl, G. K., Mendenhall, M. E., & Oddou, G. R. (Eds.). (2024). *Readings and cases in international human resource management* (7th ed.). Routledge.
5. Wood, G., Demirbag, M., Kwong, C., & Cooke, F. L. (Eds.). (2023). *International HRM in an uncertain world*. Routledge.

DSE - Security Analysis and Portfolio Management

Course Title	**Security Analysis and Portfolio Management**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand and explain the structure and functioning of financial markets and securities.
	2. Analyze risk and return associated with various investment alternatives.
	3. Apply security analysis techniques for equity valuation and portfolio construction.
	4. Design and evaluate portfolios using modern portfolio management strategies.
Module 1(Credit 1): Introduction to Investment and Financial Markets	
Learning Outcomes	After learning the module, learners will be able to
	• Define investment, speculation, and gambling.
	• Differentiate between various financial markets and financial instruments.
	• Explain the role of SEBI and stock exchanges in India.
Content Outline	• Concept of Investment, Investment Avenues • Speculation vs Investment • Financial Markets: Capital Market and Money Market Primary Market and Secondary Market • Role and Functions of SEBI • Structure and Working of Indian Stock Exchanges
Module 2(Credit 1): Risk and Return Analysis	
Learning Outcomes	After learning the module, learners will be able to
	• Calculate and Analyze return on investment.
	• Measure and interpret risk using statistical tools.
	• Assess the risk–return trade-off.
Content Outline	• Meaning of Return • Types of Return • Concept of Risk • Types of Risk: Systematic and Unsystematic • Measurement of Risk: Variance and Standard Deviation • Risk–Return Relationship • Capital Asset Pricing Model (CAPM) – Introduction
Module 3(Credit 1): Security Analysis	
Learning Outcomes	After learning the module, learners will be able to
	• Analyze securities using fundamental and technical analysis.

	• Evaluate equity shares based on financial and market indicators.
	• Interpret market trends for investment decisions.
Content Outline	• Introduction to Security Analysis • Fundamental Analysis ○ Economic Analysis ○ Industry Analysis ○ Company Analysis • Technical Analysis ○ Price Trends ○ Volume Analysis ○ Charts and Patterns • Efficient Market Hypothesis (Overview)
Module 4(Credit 1): Portfolio Management	
Learning Outcomes	After learning the module, learners will be able to
	• Construct and manage portfolios of securities.
	• Apply diversification techniques to reduce risk.
	• Evaluate portfolio performance using appropriate measures.
Content Outline	• Meaning and Objectives of Portfolio Management • Portfolio Risk and Return • Diversification and its Benefits • Markowitz Portfolio Theory (Overview) • Portfolio Revision and Rebalancing • Portfolio Performance Evaluation ➢ Sharpe Ratio ➢ Treynor Ratio ➢ Jensen's Measure

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Class Test	MCQs and short-answer questions
2	Assignment	Overview of Indian Financial Market
3	Case Study	Role of SEBI in investor protection
4	Presentation	Investment avenues in India

External – 50 Marks

References

1. Fischer & Jordan (2018), Security Analysis and Portfolio Management, Pearson Education
2. Reilly & Brown (2019), Investment Analysis and Portfolio Management, Cengage
3. Mukherjee S. (2021), Security Analysis and Portfolio Management, Vikas Publishing.
4. Singh S. and Yadav s. (2021), Security Analysis and Portfolio Management, Springer Singapore
5. SEBI Guidelines and Reports
6. Financial newspapers and journals.

DSE - Retail Management

Course Title	**Retail Management**
Course Credit	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand and apply fundamental retail management concepts including retail formats, consumer behaviour, store operations, merchandising, supply chain, and organized retail structures.
	2. Develop and implement retail marketing, pricing, promotional, and customer relationship strategies to enhance customer experience, loyalty, and overall sales performance.
	3. Analyze and evaluate digital retail business models, omnichannel integration, analytics, AI, automation, and emerging technologies shaping future retail trends.
Module 1 (Credit 1): Introduction to Retail Management & Retail Environment	
Learning Outcomes	After learning the module, learners will be able to
	• Understand and explain the concept, role, and economic significance of retailing, including the structure and growth of organized retail.
	• Identify and differentiate various retail formats and business models operating in the retail industry.
	• Analyze and evaluate consumer buying behaviour and factors influencing retail store location decisions.
Content Outline	• Meaning, Scope & Importance of Retail • Evolution of Retail – Global & India • Retail Formats (Supermarkets, Malls, E-retail, Franchise) • Retailing vs Wholesaling • Retail Market Structure • Consumer Buying Behaviour in Retail • Retail Location & Site Selection
Module 2 (Credit 1): Retail Operations & Store Management	
Learning Outcomes	After learning the module, learners will be able to
	• Manage and execute day-to-day retail store operations, including merchandise planning, assortment decisions, and buying functions.

	• Design and apply effective store layouts and visual merchandising techniques to enhance product display and sales performance.
	• Coordinate and control inventory, warehouse management, and retail logistics to ensure efficient supply chain operations.
Content Outline	• Store Operations Management • Store Layout & Design • Visual Merchandising • Merchandise Planning & Buying • Inventory & Stock Control • Warehouse Management • Retail Supply Chain & Logistics • Vendor Management
Module 3 (Credit 1): Retail Marketing & Customer Relationship Management	
Learning Outcomes	After learning the module, learners will be able to
	• Develop and implement effective retail marketing strategies, including pricing and promotional campaigns, to drive sales and market competitiveness.
	• Manage and strengthen customer relationships by building loyalty programs and retention strategies for long-term business growth.
	• Enhance and analyze customer experience and shopper behaviour to improve in-store engagement and sales performance.
Content Outline	• Retail Marketing Mix • Pricing Strategies in Retail • Retail Advertising & Sales Promotion • In-Store Promotions • Customer Relationship Management (CRM) • Loyalty Programs & Personalization • Customer Experience Management • Shopper Behaviour Analytics
Module 4 (Credit 1) : Digital Retailing, Technology & Emerging Trends	
Learning Outcomes	After learning the module, learners will be able to
	• Understand and apply digital retail business models, integrating online and offline channels to deliver effective omnichannel retail experiences.
	• Analyze and utilize retail analytics for data-driven decision-making and explain the role of AI and automation in improving retail operations.

	• Evaluate and assess emerging retail technologies and future trends shaping the transformation of the retail industry.
Content Outline	• E-Commerce & Online Retailing • Omnichannel Retail Strategy • Mobile Commerce & Social Commerce • Retail Analytics & Big Data • Artificial Intelligence in Retail • Retail Information Systems / ERP • RFID, IoT & Automation in Stores • Future Trends in Retail

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	**Mode of Evaluation**	**Description**
1	Case Study	Case Analysis & Solution on Digital Retailing, Technology & Emerging Trends
2	Assignments/ Role Play	Report & Presentation by preparing a questionnaire and visiting 5 retailers and asking them to answer those questions.
3	Quiz / Written Assignment	Short test or assignment covering core concepts from all units including definitions, processes, importance, benefits, risks and applications of Retail Management.

Reference Books:

1. Levy, M., & Weitz, B. A. (2012). Retail Management. Tata McGraw-Hill Education.
2. Sinha, P. K., & Uniyal, D. P. (2014). Retail Management. Oxford University Press.
3. Pradhan, S. (2013). Retail Management*: Text and cases*. Pearson Education.

DSE - Talent Management

Course Title	**Talent Management**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the concept, scope and importance of Talent Management in organizations.
	2. Explain key processes of Talent Management and sources of acquiring and managing talent.
	3. Analyze talent acquisition, employer branding and retention strategies used by organizations.
	4. Apply career planning, succession planning and digital recruitment concepts in organizational context.
	5. Evaluate financial aspects, cost implications and risk associated with Talent Management.
	6. Examine contemporary practices and challenges in managing talent effectively.
Module 1(Credit 1)	**Introduction to Talent Management**
Learning Outcomes	After learning the module, learners will be able to
	• Understand concept, scope and need of Talent Management.
	• Explain key processes and sources of talent.
	• Analyze consequences of failure in managing talent.
Content Outline	• Introduction and overview of Talent Management. • History and evolution of Talent Management. • Scope and need of Talent Management. • Key processes of Talent Management. • Sources of Talent Management. • Consequences of failure in managing talent.
Module 2(Credit 1) Talent Acquisition, Employer Branding and Career Management	
	After learning the module, learners will be able to

Learning Outcome	• Understand employer branding and its role in attracting and retaining talent.
	• Analyze the impact of employer branding on recruitment and retention.
	• Understand talent attraction, acquisition and retention concepts.
	• Explain the importance of retaining talent for organizational success.
Content Outline	• Employer Branding: Concept and importance of employer branding. • Employer value proposition (EVP). • Impact of employer branding on recruitment and retention. • Concept of talent attraction and talent acquisition. Importance of attracting and retaining talent in organizations. • Basic concept of employee retention and retention strategies.
Module 3(Credit 1)	**Digital Recruitment and Career Management**
Learning Outcomes	After learning the module, learners will be able to
	• Understand online recruitment and digital hiring.
	• Identify advantages and challenges of digital recruitment.
	• Explain career planning and organizational role in career development.
	• Understand succession planning and its process.
	• Describe boundaryless career and modern career mobility.

Content Outline	• Concept of online recruitment and digital hiring. • Influence of online recruitment in today's recruitment scenario. • Advantages and challenges of digital recruitment. • Career Planning: Concept and importance of career planning, Organizational role in career planning. • Succession Planning: Concept and importance of succession planning. Succession planning process and steps. • Boundaryless Career and Career Spanning: Concept of boundaryless career.
Module 4(Credit 1) Financial Aspects and Commercials of Talent Management	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the financial perspective of Talent Management.
	• Identify costs involved in acquiring, developing and retaining talent.
	• Analyze risk of losing investment in employees.
	• Evaluate strategies to manage and recover talent investment.
Content Outline	• Commercials for Talent Management: concept of financial/ commercial aspect in Talent Management. • Talent Management is considered an investment, not just a cost. • Types of Talent Management costs • cost associated in Talent Management • Risk of Lost Investment in Employees • Retention strategies to protect investment.

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No	Evaluation Method	Description
1	Project / Case Study	Individual or group project on Talent Management topics such as Employer Branding, Talent Acquisition, Career Planning,

		Succession Planning, Talent Retention, Digital Recruitment, or Financial Aspects of Talent Management.
2	Group Discussion / Case Analysis	Discussion or analysis on topics like Talent Challenges, Employer Branding impact, Online Recruitment, Boundaryless Career, Retention Strategies, or Cost Associated in Talent Management.
3	Presentation / Seminar / Role Play	PPT or seminar on Talent Lifecycle, Talent Management System, Digital Hiring Platforms, Succession Planning, ROI in Talent Management, or Future Trends in Talent Management.
4	Quiz / Written Assignment / Test	Short test or assignment covering core concepts from all units including definitions, processes, importance, benefits, risks and applications of Talent Management.

External – 50 Marks

References

- Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Berger, L. A., & Berger, D. R. (2018). *The talent management handbook* (3rd ed.). McGraw-Hill.
- Cappelli, P. (2008). *Talent on demand*. Harvard Business Press.
- Misra, R. N. (2017). *Talent management*. Discovery Publishing House.
- Silzer, R., & Dowell, B. (2010). *Strategy-driven talent management*. Jossey-Bass.

DSE - Advanced Financial Management

Course Title	**Advanced Financial Management**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand advanced concepts of financial planning and capitalisation.
	2. Analyze working capital components and credit management decisions.
	3. Apply cash and inventory management techniques in practical situations.
	4. Evaluate operating and financial leverage decisions.
	5. Examine corporate restructuring strategies including mergers and acquisitions.
	6. Develop analytical and decision-making skills using financial tools and case studies.
Module 1 (Credit 1) - Financial Planning and Capitalisation	
Learning Outcomes	After learning the module, learners will be able to
	• Define and explain financial planning and its process.
	• Identify limitations of financial planning.
	• Explain the concept of capitalisation.
	• Differentiate between under-capitalisation and over-capitalisation.
	• Suggest remedies for capital structure problems.
Content Outline	• **Financial Plan** (Meaning, Objectives, Process, Limitations) • **Capitalisation** ➢ Meaning ➢ Theories of Capitalisation (Cost Theory and Earnings Theory) • **Under and Over Capitalisation** (Meaning, Causes, Effects, Remedies) • **Contemporary Relevance** ➢ Capital structure decisions in startups ➢ Introduction to ESG-based financing (basic concept)
Module 2 (Credit 1) - Management of Accounts Receivables	
Learning Outcomes	After learning the module, learners will be able to
	• Explain the concept and importance of receivables management.
	• Design an effective credit policy.

	• Analyze factors affecting credit policy.
	• Evaluate credit policy variables in decision-making.
Content Outline	• **Concept & Importance of Receivables** • **Credit Policy –** Nature & Goals • **Factors Affecting Credit Policy** • **Need for Granting Credit** • **Credit Policy Variables** (Credit Standards, Credit Period, Cash Discount, Collection Policy) • **Emerging Practices** ➢ Digital credit assessment ➢ Introduction to credit scoring systems ➢ FinTech applications in receivables management
Module 3 (Credit 1) - Inventory and Cash Management	
Learning Outcomes	After learning the module, learners will be able to
	• Explain objectives and motives of holding cash.
	• Apply strategies of cash management.
	• Use inventory management techniques.
	• Prepare and interpret cash budgets.
Content Outline	• **Cash Management** ➢ Meaning & Objectives ➢ Motives of Holding Cash ➢ Strategies of Cash Management ➢ Cash Budget • **Inventory Management** ➢ Meaning & Importance ➢ Techniques: ❖ Economic Order Quantity (EOQ) ❖ ABC Analysis ❖ Re-order Level ❖ Just-In-Time (Basic Concept) • **Contemporary Applications** ➢ Digital payment systems and liquidity management ➢ Working capital analytics using Excel (practical exposure)
Module 4 (Credit 1) - Leverages and Business Restructuring	
Learning Outcomes	After learning the module, learners will be able to
	• Calculate and interpret operating and financial leverage.
	• Analyze risk implications of leverage decisions.
	• Explain different forms of corporate restructuring.
	• Evaluate corporate merger and acquisition cases.

Content Outline	• **Operating Leverage** (Meaning, Degree of Operating Leverage, Significance, Limitations) • **Financial Leverage** (Meaning, Degree of Operating Leverage, Significance, Limitations) • **Business Restructuring** ➢ Mergers ➢ Acquisitions ➢ Amalgamations ➢ De-mergers ➢ Joint Ventures • **Case Study** ➢ Corporate Mergers and Acquisitions (Indian context) ➢ Corporate governance and ethical considerations

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Case Study	Analysis on mergers or capital structure.
2	Assignment	Preparation of credit policy for a hypothetical company.
3	Assignment	Working capital problem-solving using Excel.
4	Group presentation	FinTech in financial management.
5	Quiz	Quiz and numerical problem-solving tests

Internal – 50 Marks

References

- Khan, M.Y. & Jain, P.K. (2018), *Basic Financial Management*, Tata McGraw Hill.
- Pandey, I.M. (2015), *Financial Management*, Vikas Publishing House.
- Agarwal, O.P. (2015), *Financial Management for Sem III B.COM (Banking and Insurance), Himalaya Publishing House.*
- Kulkarni, P.V. & Satyaprasad, B.G. (2022), *Financial Management*, Himalaya Publishing House.
- Rao, A.P. (2005), *Fundamentals of Financial Management*, Everest Publishing House.
- Inamdar, Satish M. (2018), *Principles of Financial Management*, Everest Publishing House.

DSE - International Marketing

Course Title	**International Marketing**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the nature, scope, and importance of International Marketing in the global business environment.
	2. Analyze international market opportunities and evaluate entry strategies for global markets.
	3. Apply international marketing mix strategies for products, pricing, promotion, and distribution.
	4. Examine challenges and emerging trends in global marketing.
	5. Evaluate global market entry strategies and identify opportunities and challenges in international expansion.
	6. Assess the role of digital revolution and e-commerce in global marketing.
Module 1(Credit 1) Introduction to International Marketing	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the fundamentals of international marketing
	• Differentiate between domestic marketing and international marketing.
Content Outline	• Nature, Importance, Features, and Scope of International Marketing • Comparison of Domestic Marketing vs International Marketing • Globalization and International Trade • Opportunities and Challenges in International Marketing • Stages of International Marketing Involvement • Motivating Factors of International Marketing • Reasons and Strategies for Internationalization
Module 2(Credit 1) International Market Entry Strategies	
	After learning the module, learners will be able to

Learning Outcomes	• Explain different modes of entry into international markets • Evaluate factors affecting international market entry decisions.
Content Outline	• International Market Research and Market Selection • International Market Segmentation and Targeting • Entry Strategies in International Markets • Factors influencing choice of entry mode
Module 3(Credit 1) International Marketing Mix Strategies	
Learning Outcomes	After learning the module, learners will be able to • Explain product strategies used in international markets. • Analyze international pricing strategies.
	• Design promotional and distribution strategies for global markets.
Content Outline	• Product Strategies in International Markets Standardization vs Adaptation, Product Life Cycle in International Markets • International Pricing Strategies Pricing methods Factors affecting international pricing • International Promotion Strategies Advertising and communication in global markets • International Distribution Channels and Logistics
Module 4(Credit 1) Emerging Trends and Challenges in International Marketing	
Learning Outcomes	After learning the module, learners will be able to • Identify challenges faced by firms in international marketing. • Examine the role of technology and digital platforms in global marketing. • Evaluate emerging trends in international marketing practices.
Content Outline	• Challenges in International Marketing • Cross-cultural marketing issues • Role of Digital Marketing in International Business • E-commerce and Global Marketplaces • Ethical issues in international marketing

	• Case studies of multinational companies

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr. No.	Evaluation Method	Description
1	Class Test / Unit Test	Written test covering conceptual understanding of International Marketing and Marketing Mix.
2	Assignment / Case Study	Students will prepare a written assignment or case analysis on topics such as global market entry strategies, international marketing mix, global consumer behaviour, or EXIM policy impact.
3	Presentation / Viva / MCQ	Individual or group presentation on selected international marketing topics such as globalization drivers, digital global marketing, or international pricing strategies followed by viva or MCQ evaluation.
4	Attendance and Class Participation	Continuous evaluation based on attendance, involvement in discussions, case analysis, and classroom activities related to global marketing concepts.

External – 50 Marks

References

- Cateora, P. R., Gilly, M. C., & Graham, J. L. (2021). *International marketing* (18th ed.). McGraw Hill Education.
- Keegan, W. J., & Green, M. C. (2020). *Global marketing* (10th ed.). Pearson Education.
- Kotler, P., Keller, K. L., & Chernev, A. (2022). *Marketing management* (16th ed.). Pearson Education.
- Cherunilam, F. (2021). *International marketing: Text and cases* (5th ed.). Himalaya Publishing House.
- Jain, S. C. (2019). *International marketing management* (10th ed.). Cengage Learning.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2021). *International business: Environments and operations* (17th ed.). Pearson.

SEC - Corporate Governance

Course Title	**Corporate Governance**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1. Understand the concepts, principles, and importance of corporate governance in modern organization
	2. Analyze the roles and responsibilities of the board, stakeholders, and regulatory bodies.
	3. Evaluate governance practices, ethical issues, and corporate social responsibility initiatives in organizations.
Module 1 (Credit 1) Fundamentals of Corporate Governance	
Learning Outcomes	After learning the module, learners will be able to
	• Define corporate governance and explain its significance.
	• Identify principles and models of corporate governance.
Content Outline	• Introduction - Meaning, Definition, Importance and Evolution of Corporate Governance, Principles of Corporate Governance • Theories of Corporate Governance - Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Board Structure and Functions - Role of Directors, Independent Directors, Board Committees (Audit, Nomination, Remuneration) • Corporate Governance Framework in India , Emerging Trends in Corporate Governance.
Module 2 (Credit 1) Corporate Governance, Ethics and CSR	
Learning Outcomes	After learning the module, learners will be able to
	• Explain the concept of corporate ethics, ethical governance and CSR
	• Analyze contemporary issues and trends in corporate governance.

Content Outline	• Corporate Ethics and Code of Conduct • Corporate Social Responsibility (CSR), CSR principles and strategies • Role of Regulatory Bodies in India - SEBI and Ministry of Corporate Affairs • Contemporary Issues in Corporate Governance • ESG (Environmental, Social, Governance) • Sustainability Reporting • Global Governance Trends

Internal – 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	**Evaluation**	**Description**
1	Case Study Analysis	Corporate Governance Failures (e.g., Indian corporate scandals).
2	Group Presentation	CSR Practices of a selected company.
3	Research based assignment	ESG and sustainability reporting practices.
4	MCQ / Quiz	Corporate Governance and CSR

External: There will be no external assessment for this course

References

1. Tricker, B. (2019). *Corporate governance: Principles, policies, and practices* (4th ed.). Oxford University Press.
2. Fernando, A. C. (2012). *Corporate governance: Principles, policies and practices* (2nd ed.). Pearson Education.
3. Kumar, A., & Singh, J. (2016). *Corporate governance in India*. Taxmann Publications.
4. Bhat k. Govinda (2017), Ethics and Governance, Himalaya Publishing House.

SEC - Digital Literacy

Course Title	**Digital Literacy**
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Understand fundamental concepts of digital literacy, computer systems and digital environment.
	2. Use basic computer operations, operating system functions and digital productivity tools effectively.
	3. Apply internet, cloud platforms and online collaboration tools for academic and workplace tasks.
	4. Demonstrate awareness of cyber safety, digital ethics, data privacy and responsible online behaviour.
	5. Apply basic logical thinking and problem-solving using simple computational concepts.
	6. Perform basic digital tasks, troubleshoot common issues and use technology confidently in real-life situations.
Module 1 (Credit 1) Digital Foundations and Computer Systems.	
Learning Outcomes	After learning the module, learners will be able to
	• Understand the concept and importance of digital literacy.
	• Identify computer components and perform basic operations.
	• Use operating systems and user interface functions.
	• Understand internet basics and cloud tools.
Content Outline	• Introduction to Digital Literacy and digital environment. • Basic computer concepts – hardware and software. • Components of computer systems and their functions. • Operating system and user interface basics. • Common desktop operations and file management. • Introduction to Internet – networks, servers and data transfer. • Web browsers and information search. • Cloud computing and online collaboration tools (Google Drive, Docs, etc.). • Safe online habits and digital citizenship.
Module 2 (Credit 1) Digital Skills, Cyber Safety and Practical Applications	

Learning Outcomes	After learning the module, learners will be able to
	• Understand basic logical thinking and simple programming concepts.
	• Use digital productivity tools effectively.
	• Apply cyber security and data protection practices.
	• Perform basic troubleshooting and digital tasks independently.
Content Outline	• Introduction to programming and computational thinking (non-technical). • Concept of algorithm and logical problem solving. • Overview of coding platforms (basic awareness only). • Using Google Apps / Office tools – Docs, Sheets, Slides. • Digital productivity and collaboration. • Common computer problems and basic troubleshooting. • Cybersecurity basics – risks, phishing, malware and protection. • Introduction to encryption and secure communication (basic concept only). • Protecting personal data and digital identity. • Mini digital task integrating learned skills.

Internal: 50 Marks

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Practical Assignment	Create and submit digital documents using Word/Google Docs, basic spreadsheet using Excel/Sheets, and simple presentation using PowerPoint/Slides.
2	Mini Digital Project	Complete a small project integrating skills such as file management, email communication, cloud storage, and online collaboration tools.
3	Quiz / Objective Test	Test on computer fundamentals, internet basics, digital tools, cyber safety, and digital ethics.
4	Practical Performance / Participation	Hands-on performance during lab sessions, completion of digital tasks, troubleshooting ability, and active participation.

External: There will be no external assessment for this course

References

1. Gaskin, S., Vargas, J., & Geoghan, D. (2023). *GO! With Microsoft Office 365, 2021 edition: Introductory* (1st ed.). Pearson.
2. Poatsy, M. A., Mulbery, K., & Davidson, S. (2022). *Exploring Microsoft 365: Introductory* (1st ed.). Pearson.
3. Parsons, J. J., & Oja, D. (2023). *New perspectives on computer concepts 2023: Introductory* (25th ed.). Cengage Learning.
4. Shelly, G. B., & Vermaat, M. E. (2022). *Discovering computers: Digital technology, data, and devices* (18th ed.). Cengage Learning.
5. Rouse, M. (2021). *Digital literacy fundamentals* (2nd ed.). TechTarget Publications.
6. UNESCO. (2018). *A global framework of reference on digital literacy skills for indicator 4.4.2* (1st ed.). UNESCO Institute for Statistics.
7. Microsoft Education. (2021). *Digital literacy curriculum* (Updated ed.). Microsoft Corporation.
8. Government of India. (2020). *Digital literacy and cyber security awareness resources* (1st ed.). Ministry of Electronics and Information Technology.

SEC - Major Research Project

Course Title	**Research Project**
Course Credits	**4**
Course Outcomes	After going through the course, learners will be able to
	1. Identify and formulate a research problem relevant to business and management
	2. Design and execute a research study using appropriate research methodology.
	3. Analyze and interpret data using suitable statistical and analytical tools.
	4. Prepare and present a comprehensive research report following academic and ethical standards
Module 1(Credit 1) Research planning and Research Proposal	
Learning Outcomes *(Specific related to the module.* *e.g. Define, Differentiate, Carry out, Design, etc.)*	After learning the module, learners will be able to
	• Identify and formulate a clear research problem.
	• Design a detailed research proposal.
Content Outline	• Meaning and purpose of research study • Identification and justification of research problem • Review of literature – sources and techniques • Formulation of objectives and hypotheses • Preparation of research proposal
Module 2(Credit 1) Research Design and Data Collection	
Learning Outcomes	After learning the module, learners will be able to
	• Select appropriate research methodology for the study.
	• Design suitable data collection instruments.
Content Outline	• Research Design – components • Qualitative and quantitative research approaches • Sampling design (Probability and Non-probability sampling) • Instrument design (Questionnaire, Interview schedule, Observation) • Data collection procedures • Ethical considerations and plagiarism policy
Module 3(Credit 1) Data Analysis and Interpretation	
Learning Outcomes	After learning the module, learners will be able to
	• Organize and prepare data for analysis.

	• Interpret analytical results critically.
Content Outline	• Data editing, coding, classification, and tabulation • Descriptive statistics (Mean, Median, Mode, Percentage analysis) • Correlation and basic hypothesis testing (Chi-square / t-test – introductory level) • Use of Excel/SPSS (basic application) • Interpretation and presentation of findings
Module 4(Credit 1) Report Writing and Presentation	
Learning Outcomes	After learning the module, learners will be able to
	• Prepare a structured research report.
	• Present and defend research findings confidently.
Content Outline	• Structure of research report (Title page, Abstract, Introduction, Methodology, Analysis, Findings, Conclusion, Suggestions, Bibliography, Annexure) • Formatting and documentation guidelines • Referencing and citation (APA format) • Viva-voce and presentation skills

Evaluation / Assessment Pattern

Sr.No	Types of Evaluation	Evaluation / Component	Marks
1	Internal	Research Proposal	05
2		Data Collection	05
3		Data Analysis	10
4		Research Project	30
5	External	Presentation and Vivo voce	50
		Total	**100**

Note:

All Students must carry out an independent research project in an area of their interest: Management Studies.

References

1. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.

2. Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.

3. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.

4. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). Wiley India.

5. Sachdeva J.K (2016). Business Research Methods, Himalaya Publishing House.

6. Bhome. S, Prajapati. N, Banga. C and Desai. S (2016) Business Research Methods, Himalaya Publishing House.