

HSNC University Mumbai

(The Cluster University Established by Government of Maharashtra vide notification dated 30th October, 2019 under section 3(6) of Maharashtra Public Universities Act)



HSNC University, Mumbai

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes under

The Faculty of Commerce and Management

For the Course

Bachelors of Management Studies

Curriculum – Undergraduate Programmes

Semester-V and Semester -VI

2022-2023

HSNC UNIVERSITY, MUMBAI

**Board of Studies in the Subjects of Commerce and
Management**

1) Name of Chairperson/Co-Chairperson/Coordinator: -

a) **Dr Rita Khatri**, Associate Professor, Department of Commerce H. R College., Mumbai- 400020, Email id:khatririt@hrcollege.edu, Mobile

No. 9324016060.

b) **Prof Smarajit Padhe**, Assistant Professor, K.C College at K.C. College, Mumbai - 400020 Email id smarajit.padhi@kccollege.edu.in, Mobile No. 7977676421.

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

a) **Dr Jasbir Sodi**, Assistant Professor at H. R. College, Mumbai- 400020
Email id:jas.saj@rediffmail.com, Mobile No.: 9619136511

b) **Dr. Navin Punjabi**, Vice Principal and Assistant Professor at H.R. College, Mumbai - 400020
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c) **Dr. Kulvinder Batth**, Associate Professor, Department of Commerce at K.C. College., Mumbai- 400020, Email id- kulprofessional@gmail.com
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d) **Ms. Kanu Priya Sharma**, Assistant Professor, at H.R College, Mumbai – 400020
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e) **Dr. Shweta Singh**, Assistant Professor at H.R College, Mumbai – 400020,
Email id: singhshweta0902@gmail.com , Mobile no: 9702050350

3) One Professor / Associate Professor from other Universities or professor / Associate Professor from colleges managed by ParentBody;

a.) **Dr Khushpat Jain** (HOD), Associate Professor at Sydenham College Mumbai
Email id: ksjain2002@yahoo.com Mobile No - 9867799797

4) Four external experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the ParentBody;

a) **Dr. Hasina Sayed** (HOD), Associate Professor Jai Hind College. Email id : hasina.sayed@jaihindcollege.edu.in Mob: 9819121250

b) **Dr Ketan Vira**, Associate Professor of K.C. College of Engineering and Management studies & Research, Thane. Email id ketanvira@rediffmail.com Mobile No: 9870551111

c) **Mr. Akhilesh Rao** , Director Operations-Ezychain Logistics Pvt limited
Email id raoakhil24@gmail.com Mobile No:9321498932

d) **Mr. Rajiv Kalwani** , Vice President- Reliance Retail Ltd
Email id : rajivkalwani0204@gmail.com Mobile No:9967613000

5) Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussions on framing or revision of syllabus of that subject or group of subjects for one year.

a) **Geetika Bhatia**(Under Graduate student) H R College Email id geetikabhatia58@gmail.com , Mobile no :9820783509

b) **Jeevika Sahajwani** (Under Graduate student) H R College Email id jeevika.sahajwani@gmail.com Mobile no:9712917598

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Part I

R. **:** The Definitions Of The Key Terms Used In The Choice Based Credit System And Grading System Introduced From The Academic Year 2022-2023 Are As Under:

Outline of the Choice Based Credit System as outlined by the University Grants Commission:

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
2. **Elective Course:** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or which enables exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 **Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of **interdisciplinary** nature (to be offered by main discipline/subject of study).

2.2 **Dissertation/Project:** An elective course designed to acquire Special/advanced knowledge, such as supplement study/support study to project work, and a candidate studies such a course on his own with advisory support by a teacher/faculty member is called dissertation/project. A Project / Dissertation work would be of 6 credits. A Project / Dissertation work may be given in place of a discipline-specific elective paper.

2.3 **Generic Elective (GE) Course:** An elective course chosen generally from an unrelated discipline/subject, to seek exposure is called a Generic Elective.

P.S.: A core course offered in a discipline/subject may be treated as an elective by another discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. **Ability Enhancement Courses (AEC):** The Ability Enhancement (AE) Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement;

SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

4. Choice Based Credit System (CBCS)

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill-oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students.

5. Honours Program

To enhance employability and entrepreneurship abilities among the learners, through aligning Inter-Disciplinary / Intra Disciplinary courses with Degree Program. Honours Program will have 40 additional credits to be undertaken by the learner across three years essentially in Inter / Intra Disciplinary course.

A learner who joins Regular Undergraduate Program will have to opt for the Honours Program in the first year of the Program. However, the credits for honours, though divided across three years can be completed within three years to become eligible for award of honours Degree.

6. Program:

A Program is a set of course that are linked together in an academically meaningful way and generally ends with the award of a Degree Certificate depending on the level of knowledge attained and the total duration of the study.

7. Course:

A 'course' is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a course must necessarily have academic coherence, i.e., there must be a common thread linking the various components of a course. Several linked courses considered together are in practice, a 'program'.

8. Bridge Course:

Bridge course is visualized as Pre semester preparation by the learner before the commencement of regular lectures. For each semester the topics, whose knowledge is considered as essential for effective and seamless learning of topics of the Semester, will be specified. The Bridge Course can be conducted in online mode. Online content can be created for the Bridge Course Topics.

9. Module and Unit:

A course which is generally an independent entity having its own separate identity is also often referred to as a 'Module' in today's parlance, especially when we refer to a 'modular curricular structure'. A module may be studied in conjunction with other learning modules or studied independently. A topic within a course is treated as a Unit.

10. Self-Learning:

20% of the topics will be marked for Self-Learning. Topics for Self-Learning are to be learned independently by the student, in a time-bound manner, using online and offline resources including online lectures, videos, library, discussion forums, fieldwork, internships etc.

Evaluative sessions (physical/online), equivalent to the credit allocation of the Self Learning topics, shall be conducted, preferably, every week for each course. Learners are to be evaluated in real-time during evaluative sessions. The purpose of evaluative sessions is to assess the level of the students' learning achieved in the topics earmarked for Self-Learning.

The teacher's role in these evaluative sessions will be that of a Moderator and Mentor, who will guide and navigate the discussions in the sessions, and offer concluding remarks, with proper reasoning on the aspects which may have been missed by the students, in the course of the Self-Learning process.

The modes to evaluate self-learning can be a combination of the various methods such as written reports, handouts with gaps and MCQs, objective tests, case studies and Peer learning. Groups can be formed to present self-learning topics to peer groups, followed by Question and Answer sessions and open discussion. The marking scheme for Self Learning will be defined under Examination and Teaching.

The topics stipulated for self-learning can be increased or reduced as per the recommendations of the Board of Studies and Academic Council from time to time. All decisions regarding evaluation need to be taken and communicated to the stakeholders preferably before the commencement of a semester. Some exceptions may be made in exigencies, like the current situation arising from the lockdown, but such ad hoc decisions are to be kept to the minimum possible.

11. Credit Point:

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning

activities like reading, reflecting, discussing, attending lectures/counselling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single course always pay attention to how many hours it would take for a learner to complete a single course successfully.

12. Credit Completion and Credit Accumulation:

Credit completion or Credit acquisition shall be considered to take place after the learner has successfully cleared all the evaluation criteria concerning a single course. Learner level of performance above the minimum prescribed level (viz. grades/marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on adding more and more credits as he completes successfully more and more courses. Thus the learner 'accumulates' course wise credits.

13. Credit Bank:

A Credit Bank in simple terms refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the course/s for which Credit has been given, the course-level, nature, etc. Also, all the information regarding the number of Credits transferred to different programs or credit exemptions given may be stored with the individual's history.

14. Credit Transfer:

(Performance transfer) When a learner completes a program, he/she is allowed to transfer his/her past performance to another academic program having some common courses and Performance transfer is said to have taken place.

15. Course Exemption:

Occasionally, when two academic programs offered by a single university or by more than one university, may have some common or equivalent course-content, the learner who has already completed one of these academic programs is allowed to skip these 'equivalent' courses while registering for the new program. The Learner is 'exempted' from 'relearning' the common or equivalent content area and from re-appearing for the concerned examinations. It is thus taken for granted that the learner has already collected in the past the credits corresponding to the exempted courses.

Part II

Note: The Ordinances and Regulations given below apply to Under Graduate Programmes of the University.

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The minimum duration of the Under Graduate Programme will be of 3 years in the Semester pattern i.e. from Sem. I to Sem. VI.

The degree will be awarded to a learner who completes 120 credits of the programme in a period of 3 to 6 years from the year of enrolment to semester VI.

If a learner does not earn 120 credits in 6 semesters from the year of enrolment to semester I, he/she may at his/her option transfer his/her performance in the existing/new program after establishing an equivalence between old and new syllabus. Such a performance transfer will be decided by the Board of Studies / Ad-hoc Board / Ad hoc Committee of the concerned subject. The admission to the program will be governed by the existing rules

O*** The fees for the transfer of credits or performance will be based on the number of credits that a learner has to complete for the award of the degree.**

R**** Credits earned at one institution for one or more courses under a given program will be accepted under another program either by the same institution or another institution either through Direct Performance Transfer or Course exemption.

R** The Scheme of Teaching and Examination:**

The Scheme of Teaching and Examination shall be divided into **TWO** components, **internal assessment and External assessment** (semester-end examination) for each course of the program.

The performance of the learners shall be evaluated in two components: Internal Assessment with 40% marks by way of continuous evaluation and by Semester End Examination with 60% marks by conducting the theory examination.

Internal Assessment: - It is defined as the assessment of the learners based on continuous evaluation as envisaged in the credit-based system by way of participation of learners in various academic and correlated activities in the given semester of the programme.

A). Internal Assessment–40%**40marks****1. For Theory Courses**

Sr. No.	Particulars	Marks
1	ONE class test / online examination to be conducted in the given semester	15 Marks
2	One assignment based on curriculum (to be assessed by the teacher Concerned	10 Marks
3	Self-Learning Evaluation	10 Marks
4	Active participation in routine class instructional deliveries	05 Marks

2. For Practical Courses

Sr. No.	Particulars	Marks	
1	Semester End Practical Examination	15 Marks	
	Journal		05 Marks
	Viva		05 Marks
	Laboratory Work		05 Marks
2.	One assignment/project with the class presentation to be assessed by teacher concerned	10 Marks	
	Presentation		05 Marks
	Written Document		05 Marks
3	Self-Learning Evaluation	10 Marks	
4	Active participation in routine class / Laboratory instructional deliveries	05 Marks	

➤ Project and Assignment:

- Project or Assignment, which can in the following forms
 - Case Studies
 - Videos
 - Blogs

- Research paper (Presented in Seminar/Conference)
- Field Visit Report
- Presentations related to the subject (Moot Court, Youth Parliament, etc.)
- Internships (Exposition of theory into practice)
- Open Book Test
- Any other innovative methods

➤ **Self-Learning Evaluation**

- 20% of the topics of the curriculum are learned by the student through self-learning using online/offline academic resource specified in the curriculum. hence 20% of the lectures shall be allocated for evaluation of students on self-learning topics.
- The identified topics in the syllabus shall be learnt independently by the students in a time-bound manner preferably from online resources. Evaluative sessions shall be conducted by the teachers and will carry 10 Marks.
- club the self-learning topics into 3-4 groups of topics only for evaluation.
- Prescribe time duration (in days) for completion of each group of the topic and earmark self-learning evaluation lectures in the timetable. hence each group of the topic can be assigned 3 regular lectures for this evaluation for the entire class.

3 Sub Topics

Each evaluative session shall carry 3 Marks (3 x 3 Units = 9 Marks). Students who participate in all evaluative sessions shall be awarded 1 additional Mark.

4 Sub Topics

Each evaluative session shall carry 2.5 Marks (2.5 x 4 Units = 10 Marks).

- Evaluation of self-learning topics can commence in regular lectures assigned for self-learning evaluation in the timetable
- All students will actively participate in the presentation of each of the sub-topics.

- SUGGESTIVE Methods for Evaluation of Self-learning topics IN LECTURES:
 - Seminars/presentation (PPT or poster), followed by Q&A
 - Objective questions /Quiz / Framing of MCQ questions.
 - Debates
 - Group discussion
 - You-Tube videos (Marks shall be based on the quality and viewership)
 - Improvisation of videos
 - Role Play followed by question-answers
 - Viva Voce
 - Any other innovative method

Student can be evaluated based on the quality of presentation, quality of q & a, the framing of the quiz, conduct of quiz, performance in debate etc

- Teachers can frame other methods of evaluation also provided that the method, duly approved by the college examination committee, is notified to the students at least 7 days before the commencement of the evaluation session and is forwarded for information and necessary action at least 3 days before the commencement of the evaluation session.

SEMESTER END EXAMINATION: - It is defined as the examination of the learners based on performance in the semester-end theory / written examinations.

B. Semester End Examination-60%

60Marks

- 1) Duration – These examinations shall be of 2 hours duration.
- 2) Question Paper Pattern: -
 - i. There shall be four questions each of 15marks.
 - ii. All questions shall be compulsory with internal choice within the questions.
 - iii. The question may be sub-divided into sub-questions a, b, c, d & e only and the allocation of marks depends on the weightage of the topic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

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SEMESTER – V

Finance Electives (Any Four)

1. Investment analysis and Portfolio Management
2. Strategic Cost Management
3. Wealth management
4. Direct Tax
5. Innovative Financial Services and Products
6. Risk Management

OR

Marketing Electives (Any Four)

1. Service Marketing
2. Media Planning & Management
3. E-Commerce & Digital Marketing – I
4. Strategic Marketing & Design Thinking
5. Sales & Distribution Management
6. Marketing Finance

OR

Human Resource Management Electives (Any Four)

1. Strategic Human Resource Management
2. Industrial Relations
3. Organizational Effectiveness & Development
4. Finance for HR Professionals & Compensation Management
5. Indian Ethos in Management
6. Human Resource Audit & Accounting

OR

Real Estate Electives (any Four)

1. Service Marketing
2. Sales & Distribution Management
3. Strategic Cost Management
4. Wealth Management
5. Direct Tax
6. Industrial Relations

Core Subjects

1. International Business
2. Logistics & Supply Chain Management

SEMESTER – VI

Finance Electives (Any Four)

1. Personal Financial Planning
2. Strategic Financial Management
3. Marketing of Financial Services
4. Indirect Taxes
5. International Finance
6. Financial Accounting

OR

Marketing Electives (Any Four)

1. International Marketing
2. Corporate Communication & Public Relations
3. E-Commerce & Digital Marketing – II
4. Strategic Brand Management
5. Retail Management
6. Industrial Marketing

OR

Human Resource Management Electives (any Four)

1. HRM in Global Prospective
2. Legislation in HR
3. Leadership & Managerial Effectiveness
4. HRM in Service Sector Management
5. Workforce Diversity
6. HR Analytics

OR

Real Estate Electives (any Four)

1. Industrial Marketing
2. E-Commerce & Digital Marketing
3. Strategic Brand Management
4. Marketing of Financial Services
5. Indirect Tax
6. Leadership & Managerial Effectiveness

Core Subjects

1. Operations Research
2. Research Project

Section D

Bachelor of Management Studies

Part 1- Preamble

Bachelor of Management Studies or BMS is an undergraduate program for management studies. The course allows students to obtain the knowledge and skills needed to assume management positions in a wide range of organizations. The course of Bachelor of Management Studies at the undergraduate level embraces principles and activities in the core functional areas of business management. It also covers legal environment of business, information technology, globalization, economic integration and entrepreneurship.

The aim of the course is to provide learners with an opportunity, encouragement and the right literature/reference material to enable them to receive formal academic orientation with a tilt to look at the professional environment. The goal is to ensure that learners would not only be more effective but also be creative.

Management Studies program provides students with a solid foundation in the field of management and strategy designing. The electives allow students to develop deeper knowledge in specific areas of interest – finance, marketing, human resource management and real estate management of global business. In addition to business management course, it will also equip students to understand how organizations work, how they are managed, and sensitize students towards national and international environments. Students centered learning focuses on skills and practices that enable lifelong learning and independent problem-solving.

The new curriculum of Bachelor of Management Studies offer students' core papers that help build their foundation in the area of management and elective papers which will aid them in specializing their masters. The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking.

To comply with the education policy of Government of India, the syllabus includes Online Courses (OLC) which is available on NPTEL or SWAYAM portals under MOOCS programme being developed by MHRD. The online courses would inculcate the habit of self-study at their own pace by the students and also acclimatize them to future technologies of learning processes.

1. Course Objectives:

Semester V

Finance Electives

UC-TMS(F)-501 - Investment analysis and Portfolio Management

- To provide the basic knowledge in the Investment Environment
- Developing knowledge in Risk - Return Relationship, Portfolio Management and Security Analysis, Fintech, valuation of investment, Capital Asset Pricing Model and Portfolio Performance Measurement.

UC-TMS(F)-502- Strategic Cost Management

- This subject helps the students to get familiar with the cost accounting terms and policies.
- To control the cost of a firm
- To impart knowledge about the practical aspects of the subject.
- To recognize recording, examining, summarizing, and studying the company's cost spent on any process, service, product or anything else in the organization.
- To understand Cost Controlling

UC-TMS(F)-503- Wealth management

- To enhance knowledge of students in the field of Portfolio Manager, Investment research, Independent Financial Advisor, Regulatory bodies.
- To make students understand and align financial products, by operating higher level of competence.

UC-TMS(F)-504- Direct Tax

- To make the students understand the basic concepts, definitions and terms related to direct taxation.
- To make the students understand the concept of residential status thus making them understand the scope of total income for an assessee with different kinds of residential status.
- To make students understand the various heads under which income can be earned in India. To make students understand the procedure for computation of income under various heads namely income from salaries, house property, business/ profession, capital gains and income from other sources. Students will be able to compute income from salaries, house property, business/profession, capital gains and income from other sources

- To help the students to understand the various deductions under Chap VI-A of the Income tax act, 1961.
- To make the students determine the net total taxable income of an assessee after reducing the deductions from the gross total income earned from all or either of the five heads of income and also to compute tax based on slab rates.
- To help the students understand the computation of income and tax for a partnership firm.

UC-TMS(F)-505- Innovative Financial Services and Products

- Enable students to make investment decisions considering products and services available.
- Develops understanding of various new services.
- Enables students to understand the various types of products and services to help them invest and also in Issue management

UC-TMS(F)-506- Risk Management

- To enable a student to understand and identify risks faced by an organisation
- To understand the Role of Risk Manager and Risk Committee

Marketing Electives

UC-TMS(M)-507 - Service Marketing

- To understand distinctive features of services and key elements in services marketing
- To provide insight into ways to improve service quality and productivity
- To understand marketing of different services in Indian context

UC-TMS(M)-508- Media Planning & Management

- To understand the basics of media and planning strategies for the same.
- To understand the media mix and planning the strategy to attain a perfect media plan
- To understand the different types of budgeting techniques and ways to buy media.
- To understand the changes in the international media market

UC-TMS(M)-509- E-Commerce & Digital Marketing – I

- To understand the growing importance of e-commerce and its uses in business and other industries
- To have a better understanding of current e-commerce trends and practices, as well as their challenges and opportunities for an organization
- To understand the various modes of payments available for e-commerce platforms

- To help learners in launching their own e-commerce ventures and track their performance in the world of digitalization

UC-TMS(M)-510- Strategic Marketing & Design Thinking

- Understanding the concepts of strategic marketing management
- Expose students to the design process as a tool for innovation.
- To develop an understanding of the concept of Design Thinking as a means of developing empathy towards customers.

UC-TMS(M)-511- Sales & Distribution Management

- To develop understanding of the sales & distribution processes in Organizations
- To get familiarized with concepts, approaches and the practical aspects of the key decision-making variables in sales management and distribution channel Management

UC-TMS(M)-512- Marketing Finance

- To develop understanding of the financial terms and processes relevant to Marketing domain
- To understand the relationship between financial management and organization's marketing performance.

Human Resource Management electives

UC-TMS (H) 513- Strategic Human Resource Management

- To link the HRM functions to corporate strategies in order to understand HR as a strategic resource
- To understand the relationship between strategic human resource management and organizational performance.
- To apply the theories and concepts relevant to strategic human resource management in contemporary organizations

UC-TMS (H) 514- Industrial Relations

- To enlighten the students with the Concepts and Practical applications of Industrial Relations.
- To acquaint students with various legislations related to Labour Welfare and Industrial Relations
- To acquire theoretical and practical perspective on many aspects of industrial relations.
- To understand the key participants, institutions, relationships and processes in employment relations.

UC-TMS (H) 515- Organizational Effectiveness & Development

- To understand the concept of Organisational Development and its Relevance in the organisation
- To study the Issues and Challenges of OD while undergoing Changes
- To get an Understanding of Phases of OD Programme
- To study the OD Intervention to meet the Challenges faced in the Organisation
- To get an Insight into Ethical Issues in OD

UC-TMS (H) 516 Finance for HR Professionals & Compensation Management

- To orient HR professionals with financial concepts to enable them to make prudent HR decisions.
- To explain the various compensation plans.
- To discuss about the issues related to compensation management.
- To appraise of the legal framework of compensation management.

UC-TMS (H) 517 Indian Ethos in Management

- To understand the concept of Indian Ethos in Management
- To link the Traditional Management System to Modern Management System
- To understand the Techniques of Stress Management
- To understand the Evolution of Learning Systems in India

UC-TMS (H) 518 Human Resource Audit & Accounting

- To understand the value of human resource in organizations
- To be familiar with the Human Resource Accounting Practices in India.
- To familiarize the learners with the process and approaches of Human Resources Accounting and Audit.
- To understand the basics of HR Accounting and Audit with study of various instruments
- To be able to independently calculate HR Cost, Investment, ROI and prepare Audit Report.

Real Estate Electives

UC-TMS-(R)- 519- Service Marketing

- To understand distinctive features of services and key elements in services marketing with respect to Real Estate industry
- To provide insight into ways to improve service quality and productivity in Real estate
- To understand marketing of different services in Indian context with respect to Real Estate

UC-TMS-(R)- 520- Sales & Distribution Management

- To develop understanding of the sales & distribution processes in Organizations of Real estate industry
- To get familiarized with concepts, approaches and the practical aspects of the key decision-making variables in sales management and distribution channel Management

UC-TMS-(R)- 521- Strategic Cost Management

- This subject helps the students to get familiar with the cost accounting terms and policies.
- To control the cost of a firm
- To impart knowledge about the practical aspects of the subject.
- To recognize recording, examining, summarizing, and studying the company's cost spent on any process, service, product or anything else in the organization.
- To understand Cost Controlling

UC-TMS-(R)- 522- Wealth Management

- To enhance knowledge of students in the field of Portfolio Manager, Investment research, Independent Financial Advisor, Regulatory bodies.
- To make students understand and align financial products, by operating higher level of competence.

UC-TMS-(R)- 523- Direct Tax

- To make the students understand the basic concepts, definitions and terms related to direct taxation.
- To make the students understand the concept of residential status thus making them understand the scope of total income for an assessee with different kinds of residential status.
- To make students understand the various heads under which income can be earned in India. To make students understand the procedure for computation of income under various heads namely income from salaries, house property, business/ profession, capital gains and income

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- To help the students to understand the various deductions under Chap VI-A of the Income tax act, 1961.
- To make the students determine the net total taxable income of an assessee after reducing the deductions from the gross total income earned from all or either of the five heads of income and also to compute tax based on slab rates.
- To help the students understand the computation of income and tax for a partnership firm.

UC-TMS-(R)- 524- Industrial Relations

- To enlighten the students with the Concepts and Practical applications of Industrial Relations in Real Estate industry
- To acquaint students with various legislations related to Labour Welfare and Industrial Relations
- To acquire theoretical and practical perspective on many aspects of industrial relations, keeping in mind real estate industry.
- To understand the key participants, institutions, relationships and processes in employment relations.

Core Papers

UC-TMS-525- International Business

- The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Business.
- An understanding of international business is essential for students in today's interdependent global world.

UC-TMS-526- Logistics & Supply Chain Management

- To help the students understand basic concepts of logistics and supply chain management
- To orient students with the key activities performed by the logistics function.
- To analysis the nature of supply chain, its functions and supply chain systems
- To understand global trends in logistics and supply chain management

Semester VI

Finance Electives

UC-TMS(F)-601- Personal Financial Planning

- To enlighten the students on process of Personal Financial Planning and its importance.
- To make students learn about the essential elements of Financial Planning , Strategies and its important statements

UC-TMS(F)-602 - Strategic Financial Management

- This subject helps the students to get familiar with the Strategic Financial management techniques.
- To impart knowledge about the practical aspects of the subject.
- The course aims at explaining the core concepts of corporate and start up finance and its importance in managing a business.

UC-TMS(F)-603 - Marketing of Financial Services

- To build knowledge of marketing strategies used in the financial services sector and to advance understanding of real-time challenges in this industry.
- To critically evaluate different marketing initiatives for financial services and to design such strategies at different stages of the marketing process.

UC-TMS(F)-604 - Indirect Taxes

- To make the students aware about the provisions under the GST Act.
- To enlighten the students with theoretical as well as practical aspects of the latest provisions under the act.
- To acquaint learners about the Time, Place & Value of Supply concepts under GST.
- To orient the learners with the process Registration, calculation of liability and payments under GST.

UC-TMS(F)-605 - International Finance

- To understand Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives
- To learn about the Taxation System and its Legal Aspects

UC-TMS(F)-606 - Financial Accounting

- To acquaint the learners in preparation of final accounts of companies
- To study provisions relating to underwriting of shares and debentures
- To study accounting of foreign currency and investment

Marketing Electives

UC-TMS(M)-607 - International Marketing

- To understand International Marketing, its Advantages and Challenges.
- To provide an insight on the dynamics of International Marketing Environment.
- To understand the relevance of International Marketing Mix decisions and recent developments in Global Market

UC-TMS(M)-608 - Corporate Communication & Public Relations

- To take the students through the role and scope of PR in management, its various tools and the emerging importance of the discipline in varying areas.
- To look at the evolution of Corporate Communication and its expanded role in organizational and marketing communication

UC-TMS(M)-609 - E-Commerce & Digital Marketing – II

- To understand increasing significance of E-Commerce and its applications in Business and Various Sectors
- To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business
- To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organization

UC-TMS(M)-610 - Strategic Brand Management

- To appreciate the applied (i.e., decision oriented) nature of Strategic Brand Management in today's competitive world.

- To gain an appreciation of the balance of qualitative and quantitative aspects of branding tools, techniques and fundamentals.
- To learn about the concept of Luxury Brands and understand the consumer behavior for the same.
- To understand the entire range of skills necessary for strategizing the process of branding.
- To become familiar with the process of designing, positioning and evaluating the brand image, equity and architecture.

UC-TMS(M)-611 - Retail Management

- To appreciate the applied (i.e., decision oriented) nature of Retail Management in today's competitive world.
- To gain an appreciation of the balance of qualitative and quantitative aspects of retailing tools, techniques and fundamentals.
- To learn about the concept of Merchandising, Market research and understand the consumer behavior for Retail sector.
- To understand the entire concept of organized retail and various formats for operating as a retailer.
- To become familiar with the process of designing and positioning the retail store with its layout and signages.

UC-TMS(M)-612 - Industrial Marketing.

- To appreciate the fundamentals of industrial marketing, including the marketing environment, segmentation, targeting, positioning, channel strategy, marketing communication, and pricing.
- To give knowledge about the structure and operation of industrial markets
- To teach students about the many qualities and models used in industrial marketing.
- To familiarize students with current industrial marketing trends

Human Resource Management electives

UC-TMS (H) 613 - HRM in Global Prospective

- To understand the concepts, theoretical framework and issues of HRM in Global Perspective
- To create a local appeal without compromising upon the global identity.
- To get insights of the concepts of Expatriates and Repatriates
- To provide information about Global Workforce Management

- To study International HRM Trends and Challenges

UC-TMS (H) 614 - Legislation in HR

- To Understand the Nature and Importance of IR
- To learn about the important provisions of the Labour Laws.
- To get exposure to important provisions of Industrial Dispute Act.
- To understand the various legislations with their and basic provisions.
- To study current amendment in Labour Laws.
- To highlight Labour Laws with IR Implication.

UC-TMS (H) 615 - Leadership & Managerial Effectiveness

- To make students aware about the concepts and perceptive of leadership and managerial effectiveness
- To describe the role of leadership, intelligence and its effectiveness in the workplace
- To help students to know the relationship between the managerial effectiveness of the executives with their demographic characteristics.
- To educate students how to communicate in an emotionally intelligent way

UC-TMS (H) 616 - HRM in Service Sector Management

- To understand the concept and growing importance of HRM in service sector
- To understand how to manage human resources in service sector
- To understand the significance of human element in creating customer satisfaction through service quality
- To understand the issues and challenges of HR in various service sectors

UC-TMS (H) 617 - Workforce Diversity

- To enlighten the students about the importance of learning work force diversity
- To introduce range of theoretical and applied approaches from various disciplines
- To interalign workforce diversity with HRM functions
- To prepare students for diverse workplace and interact better with people from different cultures and social groups
- To explain the strategies to deal with work force diversity

UC-TMS (H) 618 - HR Analytics

- To understand and examine the role of analytics in Human Resource Management.
- To explore the various metrics tracked across an employee's journey.
- Understand the key factors that enable decision making during talent acquisition.
- To know the best practices involved in employee wellness and how analytics can be used to optimize it.

Real Estate Electives

UC-TMS-(R)- 619 - Industrial Marketing

- To appreciate the fundamentals of industrial marketing, including the marketing environment, segmentation, targeting, positioning, channel strategy, marketing communication, and pricing with respect to Real estate.
- To give knowledge about the structure and operation of industrial markets in real estate industry
- To teach students about the many qualities and models used in industrial marketing in real estate.
- To familiarize students with current industrial marketing trends in real estate.

UC-TMS-(R)- 620 - E-Commerce & Digital Marketing

- To understand the growing importance of e-commerce and its uses in business in real estate
- To have a better understanding of current e-commerce trends and practices, as well as their challenges and opportunities for an organization
- To understand the various modes of payments available for e-commerce platforms especially in real estate
- To help learners in launching their own e-commerce ventures and track their performance in the world of digitalization

UC-TMS-(R)- 621- Strategic Brand Management

- To appreciate the applied (i.e., decision oriented) nature of Strategic Brand Management in today's competitive world.
- To gain an appreciation of the balance of qualitative and quantitative aspects of branding tools, techniques and fundamentals.
- To learn about the concept of Luxury Brands and understand the consumer behavior for the same.
- To understand the entire range of skills necessary for strategizing the process of branding.
- To become familiar with the process of designing, positioning and evaluating the brand image, equity and architecture.

UC-TMS-(R)- 622 - Marketing of Financial Services

- To build knowledge of marketing strategies used in the financial services sector and to advance understanding of real-time challenges in this industry.
- To critically evaluate different marketing initiatives for financial services and to design such strategies at different stages of the marketing process.

UC-TMS-(R)- 623 - Indirect Tax

- To make the students aware about the provisions under the GST Act.
- To enlighten the students with theoretical as well as practical aspects of the latest provisions under the act.
- To acquaint learners about the Time, Place & Value of Supply concepts under GST.
- To orient the learners with the process Registration, calculation of liability and payments under GST.

UC-TMS-(R)- 624 - Leadership & Managerial Effectiveness

- To make students aware about the concepts and perceptives of leadership and managerial effectiveness
- To describe the role of leadership, intelligence and its effectiveness in the workplace
- To help students to know the relationship between the managerial effectiveness of the executives with their demographic characteristics.
- To educate students how to communicate in an emotionally intelligent way.

Core Papers

UC-TMS-625 - Operations Research

- To help the students to think analytically, creatively, and critically in developing robust, extensible, and highly maintainable technological solutions to simple and complex problems.
- To understand decision making with the help of analytical methods.
- To study the aspects of mathematical modelling.

UC-TMS-626- Research Project

(Please refer to the guidelines at the end of the syllabus)

1. Process adopted for curriculum designing:

The curriculum was designed in a stepwise manner, firstly the members of respective departments initially developed a draft syllabus on the basis of feedback obtained from various stakeholders and also analyzing the new trends in the subjects. The drafted syllabus was discussed with representatives from academia, industry experts and research institutions to assure that the syllabus is enriched in all the aspects.

2. Salient features, how it has been made more relevant.

While designing of the syllabus, care has been taken to balance management process and techniques with entrepreneurship skills. The course would help the students to become practical, creative and skilled managers who are fully equipped to further organizations in sync with requirements of Industry. Micro and macroeconomic changes deeply affect businesses and strategic management plays an important role in dealing with these changes. Strategic and critical thinking is developed by studying concepts pertaining to all aspects of management and analyzing the linkages between the same.

3. Learning Outcomes.

Management is a critical function for every organization, and students trained in management play this important role in organizations of every size and type. The skills, techniques, and theories acquired by the manager leads to jobs in business, government, and the non-profit sector. Students who plan to establish their own firms or to become part of a family-owned firm may also pursue this course. This course shall help individuals learn to:

- motivate, lead, and develop others
- structure organizations capable of meeting both profit and social responsibility goals
- work well in accomplishing work individually and through others
- communicate accurately
- develop a strategic perspective on the organization and its parts

The primary objective of this programme is provided students with a sound theoretical base and exposure to current business challenges. This is essentially achieved through enhancing

the ability of students to meet global challenges through sensitivity towards organizational, economic and cultural diversity.

Through specialized elective subjects, students can acquire an in-depth knowledge of various streams like Finance, Marketing and Human Resource Management.

4. Input from stakeholders

This syllabus was made with due consideration being given to all stakeholders and their valued suggestions. The various groups of stakeholders included were Industry representatives, Reputed academia, and brilliant students who have graduated from this program.

Some of the suggestions that were included were as follows:

1. In Business Planning and entrepreneurship management course, students will receive exposure of topics such as Business Canvas model. Lot of emphasis to be laid on idea generation , business opportunities and design thinking.
2. Special emphasis to be given to the role of technology in various management fields.
3. Exposure to the case studies in order to get experience of problem solving.
4. Revamp of evaluation pattern by making internal marking more practical. Learners to be assessed on their conceptual knowledge and applied component.

Part 2

The Scheme of Teaching and Examination is as under

3rd Year Semester – V

Summary

Sr. No	Choice Based Credit System	Subject Code	Remarks
1	Elective Course Finance /Marketing and Human Resource	UC-TMS(F)-501 UC-TMS(F)-502 UC-TMS(F)-503 UC-TMS(F)-504 UC-TMS(F)-505 UC-TMS(F)-506 UC-TMS(M)-507 UC-TMS(M)-508 UC-TMS(M)-509 UC-TMS(M)-510 UC-TMS(M)-511 UC-TMS(M)-512 UC-TMS (H) 513 UC-TMS (H) 514 UC-TMS (H) 515 UC-TMS (H) 516 UC-TMS (H) 517 UC-TMS (H) 518 UC-TMS-(R)- 519 UC-TMS-(R)- 520 UC-TMS-(R)- 521 UC-TMS-(R)- 522	Investment analysis and Portfolio Management Strategic Cost Management Wealth management Direct Tax Innovative Financial Services and Products Risk Management Service Marketing Media Planning & Management E-Commerce & Digital Marketing – I Strategic Marketing & Design Thinking Sales & Distribution Management Marketing Finance Strategic Human Resource Management Industrial Relations Organizational Effectiveness & Development Finance for HR Professionals & Compensation Management Indian Ethos in Management Human Resource Audit & Accounting Service Marketing Sales & Distribution Management Strategic Cost Management Wealth Management

		UC-TMS-(R)- 523 UC-TMS-(R)- 524	Direct Tax Industrial Relations
2	Course (Management Studies)	UC-TMS-(C) 525 UC-TMS-(C) 526	International Business Logistics & Supply Chain Management

Third year Semester V Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week					Credit	S.L.E.	Internals				Total Marks
			Units	S.L.	L	T	P			CT	AP	TA	SEE	
1	UC-TMS(F)-501	Investment analysis and Portfolio Management	4	20%*	4	0	0	3	10	15	5	10	60	100
2	UC-TMS(F)-502	Strategic Cost Management	4	20%*	4	0	0	3	10	15	5	10	60	100
3	UC-TMS(F)-503	Wealth management	4	20%*	4	0	0	3	10	15	5	10	60	100

4	UC-TMS(F)-504	Direct Tax	4	20%*	4	0	0	3	10	15	5	10	60	100
5	UC-TMS(F)-505	Innovative Financial Services and Products	4	20%*	4	0	0	3	10	15	5	10	60	100
6	UC-TMS(F)-506	Risk Management	4	20%*	4	0	0	3	10	15	5	10	60	100
7	UC-TMS(M) 507	Service Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
8	UC-TMS(M) 508	Media Planning & Management	4	20%*	4	0	0	3	10	15	5	10	60	100
9	UC-TMS(M) 509	E-Commerce & Digital Marketing – I	4	20%*	4	0	0	3	10	15	5	10	60	100

10	UC-TMS(M) 510	Strategic Marketing & Design Thinking	4	20%*	4	0	0	3	10	15	5	10	60	100
11	UC-TMS(M) 511	Sales & Distribution Management	4	20%*	4	0	0	3	10	15	5	10	60	100
12	UC-TMS(M) 512	Marketing Finance	4	20%*	4	0	0	3	10	15	5	10	60	100
13	UC-TMS(H) 513	Strategic Human Resource Management	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-TMS(H) 514	Industrial Relations	4	20%*	4	0	0	3	10	15	5	10	60	100
15	UC-TMS(H) 515	Organizational Effectiveness & Development	4	20%*	4	0	0	3	10	15	5	10	60	100
16	UC-TMS (H) - 516	Finance for HR Professionals & Compensation	4	20%*	4	0	0	3	10	15	5	10	60	100

		Managem nt												
17	UC- TMS(H)- 517	Indian Ethos in Management	4	20 % *	4	0	0	3	10	15	5	10	60	100
18	UC- TMS(H)- 518	Human Resource Audit & Accounting	4	20 % *	4	0	0	3	10	15	5	10	60	100
19	UC- TMS(R)- 519	Service Marketing	4	20 % *	4	0	0	3	10	15	5	10	60	100
20	UC- TMS(R)- 520	Sales & Distribution Management	4	20 % *	4	0	0	3	10	15	5	10	60	100
21	UC- TMS(R)- 521	Strategic Cost Management	4	20 % *	4	0	0	3	10	15	5	10	60	100
22	UC- TMS(R)- 522	Wealth Management	4	20 % *	4	0	0	3	10	15	5	10	60	100
23	UC- TMS(R)- 523	Direct Tax	4	20 % *	4	0	0	3	10	15	5	10	60	100
24	UC- TMS(R)- 524	Industrial Relations	4	20 % *	4	0	0	3	10	15	5	10	60	100

25	UC- TMS(C)- 525	International Business	4	20 % *	4	0	0	4	10	15	5	10	60	100
26	UC- TMS(C)- 526	Logistics & Supply Chain Management	4	20 % *	4	0	0	4	10	15	5	10	60	100
Total Hours /Credit								20**	Total Marks					600

SL: Self Learning, L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

* One to two lectures to be taken for CONTINUOUS self-learning evaluation.

** Students have to choose any one group from Finance, Marketing, Human Resource and Real Estate. And from each they have to choose any 4 subjects from that respective group.

Total number of subjects in Semester V will be six (6). (Comprising of 4 electives and 2 core)

Third Year Semester – V Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lectures	Total No. of lectures	Credit	Total Marks
1	UC- TMS(F)- 501	1	Introduction to Investment Environment	15	60	3	100 (60+40)
		2	Risk - Return Relationship	15			
		3	Portfolio Management and Security Analysis	15			
		4	Fintech, valuation of investment, Capital Asset Pricing Model and Portfolio Performance Measurement	15			
2	UC- TMS(F)- 502	1	Introduction to Strategic cost management	15	60	3	100 (60+40)
		2	Marginal costing	15			
		3	Standard Costing	15			

		4	Emerging trends in Cost accounting-ABC analysis	15			
3	UC-TMS(F)-503	1	Introduction to Wealth Management	15	60	3	100 (60+40)
		2	Wealth management process and investment planning	15			
		3	Wealth Management Products	15			
		4	Asset allocation, advising right and ethics	15			
4	UC-TMS(F)-504	1	Definition U/S 2- Basis of Charges and Exclusion from Total Income	10	60	3	100 (60+40)
		2	Heads of income and new tax regime U/S 115 BAC	20			
		3	Deductions Under chapter VI A	15			
		4	Computation of total income	15			
5	UC-TMS(F)-505	1	Introduction to Traditional Financial Services	15	60	3	100 (60+40)
		2	Issue Management and Securitization	15			
		3	Financial Services and its Mechanism	15			
		4	Consumer Finance and Innovative Financial Products	15			
6	UC-TMS(F)-506	1	Introduction to Risk Management	15	60	3	100 (60+40)
		2	Evaluation of Risk	15			
		3	Foreign Exchange Risk	15			
		4	Enterprise Risk Management	15			
7	UC-TMS (M) -507	1	Introduction to Service Marketing	15	60	3	100 (60+40)
		2	Key Elements of Services Marketing Mix	15			

		3	Managing Quality Aspects of Services Marketing	15			
		4	Marketing of Services	15			
8	UC-TMS (M) -508	1	Overview of Media and Media Planning	15	60	3	100 (60 +40)
		2	Media Mix and Media Strategy	15			
		3	Media Budgeting, Buying & Scheduling	15			
		4	Developments in International Marketing	15			
9	UC-TMS (M) -509	1	Introduction to E- Commerce	15	60	3	100 (60+40)
		2	E-Business & Applications	15			
		3	Payment, Security, Privacy & Legal Issues in E-Commerce	15			
		4	Future of E- Commerce Business	15			
10	UC-TMS (M) -510	1	Fundamentals of Strategic Marketing	15	60	3	100 (60+40)
		2	Strategic implications of marketing mix elements	15			
		3	Contemporary Strategic Marketing Issues	15			
		4	Design Thinking for Complex Marketing Issues	15			
11	UC-TMS (M) -511	1	Introduction	15	60	3	100 (60+40)
		2	Market Analysis and Selling	15			
		3	Distribution Channel Management	15			
		4	Performance Evaluation, Ethics and Trends	15			
12	UC-TMS (M) -512	1	Sales revenue as an Integral Elements of Cost	15	60	3	100

		2	Marketing investment	15			(60+40)
		3	Policy Decisions and Marketing Finance	15			
		4	Target Pricing and Receivables Management	15			
13	UC-TMS (H)- 513	1	Strategic Human Resource Management: Overview	15	60	3	100 (60+40)
		2	Human Resource Strategies	15			
		3	Human Resource Policies	15			
		4	Recent Trends in Strategic Human Resource Management	15			
14	UC-TMS (H)- 514	1	Industrial Relations and Overview	15	60	3	100 (60+40)
		2	Industrial Disputes and Conflicts	15			
		3	Trade union and Collective Bargaining	15			
		4	Contemporary issues in Industrial Relations	15			
15	UC-TMS (H) -515	1	Organizational Development	15	60	3	100 (60+40)
		2	Organizational Diagnosis, Renewal and change	15			
		3	OD Interventions	15			
		4	Current Trend in Organizational Effectiveness	15			
16	UC-TMS (H) -516	1	Compensation Plans and HR Professionals	15	60	3	100 (60+40)
		2	Incentives and Wages	15			
		3	Compensation to Special Groups and Recent Trends	15			

		4	Legal and Ethical Issues in Compensation	15			
17	UC-TMS (H) -517	1	Indian Ethos – An Overview	15	60	3	100 (60+40)
		2	Work Ethos and Values	15			
		3	Stress Management	15			
		4	Indian systems of Learning	15			
18	UC-TMS (H) -518	1	Human Resource Accounting: Overview	15	60	3	100 (60+40)
		2	Methods and Human Resource Accounting practices in India	15			
		3	Human Resource Audit: Overview	15			
		4	H.R Audits for statutory compliance and safe business compliance.	15			
19	UC-TMS(R)-519	1	Introduction to Service Marketing	15	60	3	100 (60+40)
		2	Key Elements of Services Marketing Mix	15			
		3	Managing Quality Aspects of Services Marketing	15			
		4	Marketing of Services	15			
20	UC-TMS(R)-520	1	Introduction	15	60	3	100 (60+40)
		2	Market Analysis and Selling	15			
		3	Distribution Channel Management	15			
		4	Performance Evaluation, Ethics and Trends	15			
21	UC-TMS(R)-521	1	Introduction to Strategic cost management (Theory only)	15	60	3	100 (60+40)
		2	Marginal Costing	15			
		3	Standard Costing	15			

		4	Emerging trends in Cost Accounting –ABC Analysis	15			
22	UC- TMS(R)- 522	1	Introduction to Wealth Management	15	60	3	100 (60+40)
		2	Wealth management process and investment planning	15			
		3	Wealth Management Products	15			
		4	Asset allocation, advising right and ethics	15			
23	UC- TMS(R)- 523	1	Definitions U/S 2- Basis of charge and exclusions from total income	15	60	3	100 (60+40)
		2	Heads of Income and New Tax Regime U/S 115 BAC	15			
		3	Deductions under Chapter VI A	15			
		4	Computation of Total Income	15			
24	UC- TMS(R)- 524	1	Industrial relations and overview	15	60	3	100 (60+40)
		2	Industrial Disputes and Conflicts	15			
		3	Trade Union and Collective Bargaining	15			
		4	Contemporary Issues in Industrial Relations	15			
25	UC- TMS(C)- 525	1	Fundamentals of International Business	15	60	4	100 (60+40)
		2	International Business Environment	15			
		3	International Trade Organizations	15			
		4	Practical Issues in International Business	15			

26	UC-TMS (C) 526	1	Overview of Logistics and Supply Chain Management	15	60	4	100 (60+40)
		2	Elements of Logistics Mix	15			
		3	Inventory Management, Logistics Costing, Performance Management, and Logistical Network Analysis and Integration	15			
		4	Recent Trends in Logistics and Supply Chain Management	15			
			Total			20**	600

- **Lecture Duration – 48 Minutes =**

(60 Lectures equivalent to 48 hours)

- **1 Credit =16 hours FC – 1 credit = 18 hours**

** Students have to choose any one group from Finance, Marketing and Human Resource.

And from each group they have to choose any 2 subjects from that respective group.

- **Total number of subjects in Semester V will be six (6).** (Comprising of 2 core and 4 electives)

Part 3-Detailed Scheme

Finance Electives

Investment Analysis and Portfolio Management UC- TMS (F)- 501

Learning Outcomes:

- At the end of this course students should be able to: To provide a theoretical and practical background in the field of investments.
- Designing and managing the bond as well as equity portfolios in the real world.
- Valuing equity and debt instruments.
- Measuring the portfolio performances.

UC- TMS (F)- 501

Sr. No.	Modules / Units	No. of Lectures
1	Introduction to Investment Environment	15
	1.1 Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives 1.2 Capital Market in India: Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, large cap, Midcap and Penny stocks	
2	Risk - Return Relationship	15
	2.1 Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification, VAR. Practical Problems on Calculation of Standard Deviation, Variance and Beta.	
3	Portfolio Management and Security Analysis	15
	3.1 Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix	

	3.2 Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	
4	Fintech, valuation of investment, Capital Asset Pricing Model and Portfolio Performance Measurement	15
	<p>4.1 Fintech in investment profession: Describe Fintech, Big data, Artificial Intelligence and machine learning, Fintech Applications to investment Management, Financial applications of distributed ledger technology.</p> <p>4.2 valuation of investment: Introduction, Definitions, Classifications of investments, Reasons of investments, Cost of Investments, Carrying Amount of Investment on the basis of Classification, Recognize carrying Amount in Relation to Disposals of Investments, Basic Tenants of Risk and Return, Investment properties, Disclosure, Transfer of Investments, Switching of Investments within a portfolio, Specialised Investment Enterprises, Practical Problems</p> <p>4.3 Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line</p> <p>4.4 Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)</p>	

Self-Learning topics (Unit wise):

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

Online Resources

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

References:

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

Strategic Cost Management UC-TMS (F) -502

Learning outcomes: -

Understanding Costing Concepts and its usages. This helps ascertainment of **cost**, fixation of selling price, proper recording and presentation of **cost** data to management for measuring efficiency and for cost control and cost reduction, ascertaining the profit of each activity, assisting management in decision making.

UC-TMS (F) -502

Unit	Content	No. of Lectures
1	Introduction to Strategic cost management (Theory only) 1.1 Concept and Philosophy 1.2 Objectives of SCM 1.3 Key elements of SCM 1.4 Environmental influences on cost management practices 1.5 Life cycle costing 1.6 Kaizen Costing 1.7 Transfer pricing and divisional performance 1.8 Responsibility Accounting- Introduction and types	15
2	Marginal Costing 2.1 Introduction to marginal costing 2.2 Distinction between absorption costing and marginal costing 2.3 Advantages and limitations of marginal costing 2.4 Cost Volume and Profit Analysis 2.5 Break even analysis	15

	2.6 Margin of safety 2.7 Key factor 2.8 Make or buy decisions 2.9 Exploring foreign markets 2.10 Sales mix decisions 2.11 Plant shut down decision 2.12 Practical problems on all types	
3	Standard Costing 3.1 Preliminaries in installing of a standard cost system 3.2 Material Cost variance 3.3 Labour cost variance 3.4 Variable overhead variances 3.5 Fixed Overhead variances 3.6 Sales variances 3.7 Profit variances 3.8 Practical problems on all types	15
4	Emerging trends in Cost Accounting –ABC Analysis 4.1 Activity Based Costing – Introduction, Advantages, Limitations 4.2 Identification of cost drivers 4.3 Practical Problems on Traditional V/s Activity Based Costing System.	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Introduction to SCM

Online Resources

https://cloudcampus.icai.org
https://resource.cdn.icai.org/66526bos53753-cp1.pdf
https://cloudcampus.icai.org

Reference Books:

1. Cost Accounting by C.S. Rayadu, Tata Mc.Graw Hill and Co. ltd., Mumbai
Cost Accounting by Jawaharlal and Seema Srivastava, Tata Mc.Graw Hill and Co. ltd., Mumbai
2. Cost Accounting by Ravi M. Kishore., Taxxman Ltd. New Delhi.
3. Advanced Cost and Management Accounting: Problems and Solutions by V. K. Saxena and C. D. Vashist, S. Chand and Company(P) Ltd., New Delhi.

4. Lectures on Costing by Swaminathan: S.Chand and Company (P) Ltd. New Delhi.
5. Cost Accounting Principles and Practice by M. N. Arora, Vikas Publishing House (P) Ltd., New Delhi

Wealth Management UC-TMS (F) -503

Learning Outcomes:

- It enables students to handhold their investment journey, by periodically addressing their goals, return expectations and risk tolerance.
- Students will learn how to develop a wealth management plan
- Students will understand Risk profiling and asset allocation techniques

UC-TMS (F) -503

Sr. no.	Modules/ Units	No. of Lectures
1	Introduction to Wealth Management	15
	1.1 Introduction to Wealth Management <ul style="list-style-type: none"> • Meaning & Scope of Wealth Management • Components, Process and Need of Wealth Management • Needs and Expectation of Clients • Code of Ethics for Wealth Manager 1.2 Economic Environment Analysis <ul style="list-style-type: none"> • Macroeconomics like Inflation, Interest Rate, Yield Curve, Real Return • Analyze the impact of Key Indicator – Leading, Lagging, Concurrent. 	
2	Wealth management process and investment planning	15
	2.1 Developing a wealth management plan 2.2 Essentials of a comprehensive wealth management plan 2.3 Components of a plan 2.4 Investment risks and its types 2.5 Risk profiling and asset allocation 2.6 Life cycle model, asset allocation strategies, goal based financial planning	
3	Wealth Management Products	15
	3.1 Portfolio Management services-players, regulations, types 3.2 Structured products-types, features, risk/return tradeoff 3.3 REITs-features, companies, etc. 3.4 Other avenues-mutual funds, small case, etc.	

	3.5 Financial Products like Equity, Debt, Commodities, etc.	
4	Asset allocation, advising right and ethics	15
	4.1 Mis-selling in financial services 4.2 Financial Literacy-initiatives and regulators 4.3 Ethical issues in financial advisory 4.4 Regulatory changes 4.5 Current Affairs in the form of Case Studies	

Self-Learning topics (Unit wise)

Sr. No	Topic
1	Asset Allocation and Goal Based Strategies
2	Macroeconomics
3	Wealth Management in developing countries

Online Resources

Topic
Fundamentals of Wealth Management - YouTube
Asset Allocation Learn with Upstox ft. Rachana - YouTube
How to invest in Commercial Properties: expected return, REITS and other details. - YouTube

References:

- The Total Money Makeover Author: Dave Ramsey
- You're So Money: Live Rich, Even When You're Not: Author: FarnooshTorabi
- I Will Teach You to Be Rich: Author: RamitSethi
- Harold R Evensky , Wealth Management
- Nalinipruva Tripathi , Wealth Management
- S. K. Bagchi , Wealth Management

Direct Tax UC-TMS (F) -504

Learning Outcome

- Students will be able to identify the technical terms related to direct taxation.
- Students should be able to determine the residential status of an assessee and thus should be able to compute the taxable income of assessee with different residential status.
- Students will be able to understand the various benefits/ deductions under Chap VI-A of the Income tax act, 1961 which are to be reduced from the gross total income of the assessee.
- Students will be able to compute the net total income and the total tax liability of an individual assessee considering the income from all heads of income and the deduction under Chap VI- A of the Income tax act,1961.
- Students will be able to compute the taxable income and tax for a partnership firm.

UC-TMS (F) -504

Sr. No	Content	No. of Lectures
1	Definitions U/S 2- Basis of charge and exclusions from total income 1.1 Section 2 –Assessee, Assessment Year, Assessment, Annual value, Business, Capital asset, Income, Person, Previous Year, Transfer 1.2 Basis of Charge: Section 3 – 9 – Previous Year, Residential Status, Scope of Total Income, Deemed Income 1.3 Exclusions from Total Income: Section 10 – restricted to, Agricultural Income, Sums Received from HUF By Member, Share of Profit from Firm, Casual & Non – Recurring Receipts, Scholarships, Income of Minor Child, Allowance to Members of Parliament and Legislative Assembly.	15

2	<p>Heads of Income and New Tax Regime U/S 115 BAC</p> <p>2.1 Salary Income: Section 15 – 17, Including Section 10 relating to House Rent Allowance, Travel Concession, Special Allowance, Gratuity, Pension –Commutation, Leave Encashment, Compensation, Voluntary Retirement, Payment from Provident Fund</p> <p>2.2 Income From House Property: Section 22 – 27, Including Section 2 – Annual Value</p> <p>2.3 Profits & Gains from Business & Profession: Section 28-32, 36, 37, 40, 40A, 43B, 44AD, 44ADA & 44AE including: Section 2 – Business</p> <p>2.4 Capital Gains: Section 45, 48, 49, 50, 54 and 55</p> <p>2.5 Income from Other Sources: Section 56 – 59</p> <p>2.6 New Tax Regime U/S 115 BAC</p>	15
3	<p>Deductions under Chapter VI A</p> <p>3.1 80 A- Restriction on claim in Chapter VI- A deductions</p> <p>3.2 80 C – Payment of LIC/PF and other eligible investments</p> <p>3.3 80CCC – Contribution to certain Pension Fund</p> <p>3.4 80D – Medical Insurance Premium</p> <p>3.5 80 DD- Maintenance and medical treatment of handicapped dependent</p> <p>3.6 80E – Interest on Educational Loan</p> <p>3.7 80 TTA- Interest on Saving Bank account</p> <p>3.8 80U – Deduction in the case of totally blind or physically handicapped or mentally retarded resident person</p>	15
4	<p>Computation of Total Income</p> <p>4.1 Computation of Total Income of Individual and HUF with respect to above heads and deductions.</p>	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Definitions U/s 2

Online Resources

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

Reference Books:

- Direct Taxes Law & Practice by V.K. Singhania - Taxman
- Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House
- Income Tax Ready Reckoner by Dr .V.K. Singhania - Taxman
- Direct Tax Laws by T.N. Manoharan - Snow White Board of Studies-in-Accountancy

Innovative Financial Services and Products UC-TMS (F) -505

Learning Outcomes:

This helps students in making investment decisions considering various products and services, understanding the concepts of factoring, forfaiting, issue management and various innovative sources of finance.

Sr. No	Content	No. of Lectures
1	<p>Introduction to Traditional Financial Services</p> <p>1.1 Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework</p> <p>1.2 Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting.</p> <p>1.3 Bill Discounting: Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management, Bill Discounting Companies under RBI.</p>	15
2	<p>Issue Management and Securitization</p> <p>2.1 Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue.</p>	15

	<p>2.2 Stock Broking: Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading, Stock Brokers and Stock Exchange under SEBI</p> <p>2.3 Fintech – Cryptocurrencies and Bitcoin</p> <p>2.4 Securitization: Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization</p> <p>2.5 Credit Rating: Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating, Credit Rating Agencies under SEBI</p>	
3	<p>Financial Services and its Mechanism</p> <p>3.1 Lease and Hire-Purchase: Meaning, Types of Lease – Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing.</p> <p>3.2 Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.</p> <p>3.3 Housing Finance: Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India- Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC’s, Housing Finance Agencies, Housing Finance Companies under RBI</p> <p>3.4 Venture Capital: Introduction, Features of Venture Capital, Types of Venture Capital Financing Stages, Disinvestment mechanisms, Venture Capital Investment process, Indian Scenario, Role of VC/PE under SEBI</p>	15

4	<p>Consumer Finance and Innovative Financial Products</p> <p>4.1 Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance, Credit Information Bureaus under RBI</p> <p>4.2 Innovative Financial Products:</p> <ul style="list-style-type: none"> • Exchange Traded Funds • Mortgage-backed securities • Collateralized Debt Obligations • P2P Lending 	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Factoring
2	2	Issue Management Process
3	3	Venture Capital
4	4	Consumer Finance

Online Resources

	https://www.youtube.com/watch?v=jzoLeKCn8pI
	https://www.youtube.com/watch?v=wRR4v1AKjvk
	https://www.youtube.com/watch?v=pS6W1-Toa1E
	https://www.youtube.com/watch?v=wUUJ-iu3wGM

Reference Books

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

Risk Management UC-TMS (F) -506

Learning outcomes

- Students will learn techniques of Enterprise Risk Management
- Students will be able to Identify, analyse and manage Forex Risk

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

3	Foreign Exchange Risk 3.1 Forex Market 3.2 Identifying and Analyzing Forex Risk 3.3 Managing Forex Risk	15
4	Enterprise Risk Management 4.1 Definition 4.2 Scope 4.3 Techniques 4.4 Risk Identification and Treatment 4.5 Risk Assurance and Reporting	15

Self-Learning topics (Unit wise):

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

Online Resources

https://www.youtube.com/watch?v=MqGq3RExPSs
https://www.youtube.com/watch?v=MqGq3RExPSs
https://www.youtube.com/watch?v=gsnhAaEm1UE
https://www.youtube.com/watch?v=IP-E75FGFkU&t=81s

Reference Books

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

Marketing Electives

SERVICE MARKETING UC-TMS (M) -507

Learning Outcomes

1. Understanding the Concept of Services and intangible products
2. Discussing the relevance of the services Industry to Industry
3. Examining the characteristics of the services industry and the modus operandi
4. Analyzing the role and relevance of Quality in Services
5. Visualizing future changes in the services Industry

UC-TMS (M) -507

Unit	Content	No. of Lectures
1	Introduction to Service Marketing 1.1 Services Marketing Concept, Distinctive Characteristics of Services, Difference between goods & Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services 1.2 Role of Services in Modern Economy, Services Marketing Environment 1.3 Goods vs Services Marketing, Goods Services Continuum 1.4 Consumer Behaviour, Positioning a Service in the Market Place 1.5 Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty 1.6 Type of Contact: High Contact Services and Low Contact Services 1.7 Sensitivity to Customers' Reluctance to Change 1.8 Service Sector beyond 2020 -Indian, Asian & Global perspectives	15
2	Key Elements of Services Marketing Mix 2.1 The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping Flowcharting 2.2 Service Encounters, ; High Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture 2.3 Branding of Services – Problems and Solutions 2.4 Options for Service Delivery	15
3	Managing Quality Aspects of Services Marketing	15

	<p>3.1 Improving Service Quality and Productivity</p> <p>3.2 Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</p> <p>3.3 The SERVQUAL Model, Critical Incident Model.</p> <p>3.4 Defining Productivity – Improving Productivity</p> <p>3.5 Demand and Capacity Alignment</p> <p>3.6 Managing Consumer Behavior& Service Quality: Consumer and Organizational Behavior in Services – Understanding Our Customers & Collaborators in services, stages of service consumption</p> <p>3.7 Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behavior-Complaint Resolution</p> <p>3.8 Current customer retention and customer lifetime value</p>	
4	<p>Marketing of Services</p> <p>4.1 Bases for Segmentation of Services; Selecting Target Market & Segmentation, Targeting & Positioning of Services, Techniques of Positioning Services.</p> <p>4.2 International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</p> <p>4.3 Factors Favoring Transnational Strategy -Elements of Transnational Strategy</p> <p>4.4 Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</p> <p>4.5 Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector</p> <p>4.6 Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Role of Services in Modern Economy, Services Marketing Environment
2	2	Service Encounters; High Contact & Low-Contact Services
3	3	Defining Productivity – Improving Productivity

4	4	Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry
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Online Resources

https://nptel.ac.in/courses/110107142
https://nptel.ac.in/courses/110107142

REFERENCE BOOKS

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

MEDIA PLANNING AND MANAGEMENT UC-TMS (M) -508

Learning Outcomes

- 1 To understand Media Planning, Strategy and Management with reference to current business scenario.
- 2 To know the basic characteristics of all media to ensure most effective use of advertising budget.
- 3 To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys.

UC-TMS (M) -508

Unit	Contents	No. of Lectures
1	<p>Overview of Media and Media Planning</p> <p>1.1 Overview of Media and Media Planning:</p> <p>1.2 Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and</p>	15

	<p>Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning</p> <p>1.3 Media Research: • Meaning, Role and Importance</p> <p>1.4 Sources of Media Research: Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen’s Readership Survey, TRP, National Television Study, ADMAR Satellite</p>	
2	<p>Media Mix and Media Strategy</p> <p>2.1 Media Mix: Meaning, Need for Media Mix, Identifying Audience for Mass Media, Factors Affecting Media Mix Decision</p> <p>2.2 Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions, Types of Print Media, Advantages and Limitations • Television- Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations • Radio- Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations • Out of Home (OOH)- Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</p> <p>2.3 Emerging Media: • Online, Mobile, Gaming, In flight, In Store, Interactive Media</p> <p>2.4 Media Strategy: • Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components • Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling</p>	15
3	<p>Media Budgeting, Buying & Scheduling</p> <p>3.1 Media Budget • Meaning • Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase • Importance of Media Budget.</p> <p>3.2 Media Buying: • Meaning, Role of Media Buyer, Objectives of Media Buying, • Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy • Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback • Criteria in Media Buying</p> <p>3.3 Media Scheduling • Meaning, Importance • Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability,</p>	15

	Competitive Activity, Marketing Task, Budget Constraints, Target Group. • Scheduling Patterns – Continuity, Flighting, Pulsing • Scheduling Strategies for Creating Impact: Road Block, Day or Day part • Emphasis, Multiple Spotting, Teasers	
4	<p>Developments in International Marketing</p> <p>4.1 Media Measurement: • Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach</p> <p>4.2 Benchmarking Metrics: • Share, Profile, and Selectivity Index</p> <p>4.3 Plan Metrics: • Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). d) Evaluating Media Buys • Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships • Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. • Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.2	Media Research
2	3.1	Types of Media
3	3	Media Budget

Online Resources

https://www.youtube.com/watch?v=M_jK3Vho1xQ (Media Research)
https://www.youtube.com/watch?v=qa7L44ryM3o (Types of Media)
https://www.youtube.com/watch?v=nax65qvk8rk (Media Budget)

Reference Books

1. Media Planning and Buying: Principles and Practice in the Indian Context (Arpita Menon)
2. The Media Handbook (Helen Katz)
3. Advertising Media Planning (David L Smith)

E- COMMERCE & DIGITAL MARKETING – I UC-TMS (M) -509

Learning Outcome

1. Students will be able to Understand the basic concepts of E-Commerce.
2. Describe about the anatomy of E- Commerce application.
3. Enable the students to understand the E-Commerce Organization application.
4. Describe about the Digital Token Credit based electronic payment system.
5. Understand Internet trading relationships including Business to Consumer, Business to Business, Intra Organizational

UC-TMS (M) -509

Unit	Contents	No. of Lectures
1	Introduction to E- Commerce 1.1 Ecommerce - Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce 1.2 Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social 1.3 Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce 1.4 Impact of E-Commerce on Business, Ecommerce in India 1.5 Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education 1.6 Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce	15
2	E-Business & Applications 2.1 E-Business: Meaning, Launching an E-Business, Different phases of Launching an E- Business 2.2 Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise	15

	<p>Resource Planning</p> <p>2.3 Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.</p> <p>2.4 Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</p>	
3	<p>Payment, Security, Privacy & Legal Issues in E-Commerce</p> <p>3.1 Issues Relating to Privacy and Security in E-Business</p> <p>3.2 Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</p> <p>3.3 Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.</p> <p>3.4 Types of Transaction Security</p> <p>3.5 E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</p>	15
4	<p>Future of E- Commerce Business</p> <p>4.1 Building e-commerce for a newly established firm - strategies for naming the business, create virtual customer personas, create brand identity online, creating and bringing focus on the USP of your brand, Case study of successful e-commerce startups in India</p> <p>4.2 Building e-commerce for an existing business - Using E-Commerce for expansion, Creative Thinking techniques, e-CRM strategies, Types of Ecommerce Solutions for established firms, Independent / Competitive analysis and strategy building for online merchants</p> <p>4.3 Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a website, pre-launch checklist and website maintenance, create a Pitch Deck</p> <p>4.4 Other Important Elements in E-Commerce -production do's and don'ts for copywriting, photography and video, application of marketing, competitive strategy, discovering the ways to make money</p>	15

	on the internet (promoting affiliate products, Monetizing Traffic, selling your own products and services)	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Ecommerce - Meaning, Features of E-commerce
2	1	Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce
3	3	Different Payment Systems

Online Resources

https://nptel.ac.in/courses/110105083
https://www.youtube.com/watch?v=xKJjyn8DaAw
https://www.youtube.com/watch?v=KSoANIMKPfY

Reference Books

- *C.S.V.Murthy, E-Commerce Concepts, Models, Strategies- :- Himalaya Publishing House, 2011.*
- *Kamlesh K Bajaj and Debjani Nag , E- Commerce , 2005.*
- *Gary P. Schneider , Electronic commerce, International Student Edition, 2011.*
- *Electronic Commerce: The Strategic Perspective, Richard T.Watson, Pierre Berthon, Leyland F. Pitt, George M. Zinkhan.*
- *D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd*
- *Bajaj Kamlesh K,E-Commerce- The cutting edge of Business*
- *Whiteley David, E-Commerce Technologies and Applications-2013*
- *E-Business & E-Commerce Management 3rd Ed, Pearson Education*
- *Kalokota & Robinson,E-Business 2.0 Road map for Success, Pearson Education*
- *Elias M. Awad, Electronic Commerce, 3rd Edition, Pearson Education*
- *Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education*

- *R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education*
- *Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.*
- <https://www.coursera.org/learn/launch-online-business>
- <https://www.emerald.com/insight/content/doi/10.1108/EEMCS-03-2014-0064/full/html>

STRATEGIC MARKETING AND DESIGN THINKING

UC-TMS (M) -510

Learning Outcomes

1. Analyse marketing opportunities and threats
2. Discuss strategic concepts and theories and their application in marketing environments.
3. Develop and critically assess marketing strategies
4. Research and analyse marketing strategies in different contexts
5. Identify and resolve well-defined problems reaching substantiated conclusions employing methods of analysis specific to marketing.

UC-TMS (M) -510

Sr. No	Content	No. of Lectures
1	<p>Fundamentals of Strategic Marketing</p> <p>1.1 Understanding marketing as a strategy</p> <p>1.2 Ubiquity of marketing functions</p> <p>1.3 Marketing organization.</p> <p>1.4 Consultative marketing.</p> <p>1.5 Strategic implications of marketing decisions.</p> <p>1.6 Alternative Marketing Strategies: Generic & Specific.</p> <p>1.7 Strategic segmentation, target, and positioning</p> <p>1.8 Valued customer, value proposition, and value network.</p> <p>1.9 Understanding strategic relevance of market segmentation, positioning maps, and value curve.</p> <p>1.10 Customer Stakeholder Analysis. Distribution, Selling, and Customer Service strategy.</p>	15
2	<p>Strategic implications of marketing mix elements</p> <p>2.1 Marketing of solutions- Consultative marketing, solutions selling, creating customer value through solutions, manage customer risk,</p>	15

	<p>designing products for service, product agnosticism, transformational leadership for solutions marketing.</p> <p>2.2 Strategic Channel Management- Channel Choice, Channel migration strategies, replacement and complementary effects, core capabilities and core rigidities, channel migration process.</p> <p>2.3 Strategic Management of Retailing- Challenge from global retailers, globally integrated retailers, relationship mind-set, power game and trust game in distribution relationship, efficient consumer response (ECR) initiatives, customer-centric global account management, strategic transformation, SKU rationalization, transparent pricing</p> <p>2.4 Strategic Rationalization of Brand- Brand proliferation and extension, management complexity, brand rationalization process, brand portfolio audit, determining optimal brand portfolio, top-down and bottoms-up segmentation approach</p>	
3	<p>Contemporary Strategic Marketing Issues</p> <p>3.1 Strategic Marketing Innovation- The market driving firm, four orientations to market place, competitive advantage, barriers to market driving in incumbent firms, market driving transformation process, Positioning Strategy,</p> <p>3.2 Corporate Marketing- The role of the corporate centre, search for marketing synergies, leverage product platforms, emerging markets as growth platforms, customer-focused strategy map, Strategic & Tactical Choices with reference to the market, development of a marketing programme, and implementation.</p>	15
4	<p>Design Thinking for Complex Marketing Issues</p> <p>4.1 Introduction to Design Thinking, The Basis for Design Thinking, Skills for Design Thinking</p> <p>4.2 Introduction to Design Research Strategies, Business Model Canvas and Design Research</p> <p>4.3 Design thinking stages and Process for Design Thinking</p> <p>4.4 Case studies</p> <p>4.5 Strategic Analysis, Audit</p> <p>4.6 Strategic Issues in Managing Technology & Innovation</p> <p>4.7 Strategic Issues in Entrepreneurial Ventures & Small Businesses</p> <p>4.8 Strategic Issues in Not-For-Profit Organizations</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Marketing as a strategy The ubiquity of marketing functions
2	I	Brand proliferation and extension
3	III	Positioning Strategy of a brand
4	IV	Design Thinking

Online Resources

https://nptel.ac.in/courses/110104055
https://nptel.ac.in/courses/110104070
https://youtu.be/4uuWHW5QwE4 - design thinking

Reference Books:

Prescribed textbook(s):

1. Kumar, N. (2004). *Marketing as Strategy*. Massachusetts: Harvard Business School Publishing
2. Ferrell, O.C and Hartline, M. D. (2005), *Marketing Strategy 3rd Ed*, South-Western: Thomson Learning
3. Anderson, C. H. and Vincze, J. W. (2004), *Strategic Marketing Management 2nd Ed*, Boston: Houghton Mifflin
4. Baker, M. J. (2000), *Marketing Strategy and Management*, Palgrave McMillan
5. Thomas L. and J David, (2014), *Strategic Management and Business Policy towards Global sustainability*, Pearson.
6. Strategic Marketing: Decision Making & Planning (3rd Edition) by Peter Reid, Cengage Learning: Australia, 2010
7. *Design Thinking*, by Nigel Cross
8. *The Art of Innovation*, by Tom Kelley*
9. *Insight Out*, by Tina Seelig*
10. *Change by Design*, Tim Brown

Case Studies:

1. NASCAR: Leading a Marketing Transformation in a Time of Crisis

2. Brannigan Foods: Strategic Marketing Planning
3. Outotec (A): Project Capture
4. Netflix in 2011
5. Clique Pens: The Writing Implements Division of U.S. Home
6. Reckitt Benckiser: Fast and Focused Innovation
7. Amazon in 2015; Riding the Internet wave: Amazon.com
8. Finance, a venue for perfect competition: the Deutsche Bank
9. Haier: pioneering the Chinese export brand
10. The Hewlett-Packard/Compaq merger
11. Lloyd's of London and 'long-tailed' risk
12. The Mt Buller winter resort and global warming
13. Euro Disney and a tale of three cultures
14. The strategic alliance between Renault and Nissan
15. Samsung Electronics: a dramatic turnaround
16. Going global: Singapore Telecommunications (SingTel)
17. Starbucks: the third place

SALES AND DISTRIBUTION MANAGEMENT UC-TMS (M) -511

Learning Outcomes:

1. Identify issues related to design and implementation of Sales Strategy
2. Apply concepts related to improving performance of Sales Team
3. Analyze roles and responsibilities of a Sales and Marketing Manager
4. Design and implement channel strategies

UC-TMS (M) -511

Sr.No	Modules/ Units	No. of Lectures
1	Introduction	15
	1.1 Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions, Qualities of a Sales Manager, Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal	

	<p>Marketing, Increased Use of Internet, CRM, Professionalism in Selling, Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure.</p> <p>1.2 Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.</p> <p>1.3 Integration of Marketing, Sales and Distribution</p>	
2	Market Analysis and Selling	15
	<p>Market Analysis:</p> <p>2.1 Market Analysis and Sales Forecasting, Methods of Sales Forecasting</p> <p>2.2 Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota</p> <p>2.3 Factors Determining Fixation of Sales Quota</p> <p>2.4 Assigning Territories to Salespeople</p> <p>Selling:</p> <p>2.5 Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing</p> <p>2.6 Theories of Selling – AIDAS Theory of Selling, “Right set of Circumstances” Theory</p> <p>2.7 Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill</p> <p>2.7 Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy</p> <p>2.8 Salesmanship and Sales- Promotion Concept, Essential Qualities of Successful Salesman</p>	
3	Distribution Channel Management	15

	<p>3.1 Management of Distribution Channel – Meaning & Need</p> <p>3.2 Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler</p> <p>3.3 Choice of Distribution System – Intensive, Selective, Exclusive</p> <p>3.4 Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost</p> <p>3.5 Factors Affecting Effective Management Of Distribution Channels</p> <p>3.6 Channel Design</p> <p>3.7 Channel Policy</p> <p>3.8 Concept of Vertical Marketing System (VMS) and Horizontal Marketing System (HMS)</p> <p>3.9 Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict</p> <p>3.10 Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution</p> <p>3.11 Motivating Channel Members</p> <p>3.12 Selecting Channel Partners</p> <p>3.13 Evaluating Channels</p> <p>3.14 Channel Control</p> <p>3.15 Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information</p>	
4	Performance Evaluation, Ethics and Trends	15
	<p>4.1 Evaluation & Control of Sales Performance:</p> <p>Sales Performance – Meaning</p> <p>Methods of Supervision and Control of Sales Force</p> <p>Sales Performance Evaluation Criteria- Key Result Areas (KRAs)</p> <p>Sales Performance Review</p> <p>Sales Management Audit</p> <p>4.2 Measuring Distribution Channel Performance:</p> <p>Evaluating Channels- Effectiveness, Efficiency and Equity</p>	

	Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit 4.3 Ethics in Sales Management 4.4 New Trends in Sales and Distribution Management	
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Self-Learning topics (Unit wise):

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

Online Resources

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

Reference Books

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

Marketing Finance UC-TMS (M) -512

Learning Outcomes:

1. To be equipped with financial knowledge in order to make better decisions regarding costs.
2. To provide an introduction to key financial concepts and analyses, thereby increasing learners' financial knowledge to gain competitive advantage in their career.

Sr. No	Content	No. of Lectures
1	<p>Sales revenue as an Integral Elements of Cost</p> <p>1.1 Investment Framework by ROI - Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc.</p> <p>1.2 Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs – Classification of Marketing Costs by Function</p> <p>1.3 Marketing Cost allocations and its limitations for Managerial Decisions</p> <p>1.4 Cost Information for Decision Making & Budgeting</p> <p>Cost concepts including detailed discussion on marginal Costing with case studies, Decision making as to export/ domestic sales & sell or process further Alternative Approaches to budgeting.</p>	15
2	<p>Marketing investment</p> <p>2.1 Management of Accounts Receivables and Inventories – Credit decisions and Credit Policy - Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the Probability Theory and Decisions Trees</p> <p>2.2 Developing and Launching New Products and the Concept of Investment in Life Cycle of Product - Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming.</p> <p>2.3 Impact of marketing strategies on organization structure design and consequent financial implications.</p> <p>2.4 The Concept of Marketing Cost & Value - Measuring Marketing Value - "Value Added" by marketing effort Productivity Marketing and its social justification.</p>	15
3	<p>Policy Decisions and Marketing Finance</p> <p>3.1 Pricing of Joint Product and Application of Linear Programming - Pricing of New Products under ROI Concept , Government Price Control - Dual Pricing - Approaches of Government Bodies to Development "Fair Price" - Submitting Tenders - Applications of DCF Technique</p>	15

	<p>3.2 Export Marketing and Finance - Financial Incentives, Export Costs and Export Pricing - Export Credit - Tax Concessions. Applications and Forecasting Techniques to Developing Marketing Budgeting - Developing Sub-budgets by Marketing Segments - Advertising Budget- Budgeting Sales force Efforts - Optimum Level and Allocation for Selling Efforts among Dealers Developing Comparison Plans for Sales Force - budgeting Samples.</p> <p>3.3 Soul selling agency to Direct selling to Trade Channels - Economics of directs rating by manufacturer.</p>	
4	<p>Target Pricing and Receivables Management</p> <p>4.1 Pricing of Turn Key Project - Notional Pricing - Brand Valuation – Financial Aspects of Brand Management - Mechanism on Marketing Performance</p> <p>4.2 Value Chain Analysis & relevant decisions about Marketing Costs & Marketing Investments.</p> <p>4.3 Receivable Management- Costs & Benefits associated with Receivable Management. Credit Policy (Standards & Credit Terms) , Control Mechanism for Receivable Management. Factoring, Evaluation of Credit Policy</p>	15

Self-Learning topics (Unit wise):

Topic
Management of Sales Revenue Analysis
Brand Valuation

Online Resources

https://nptel.ac.in/courses/110101003 (Sales Revenue as an Integral Elements of Cost)
https://nptel.ac.in/courses/110104070 (Brand Valuation)
https://nptel.ac.in/courses/110104055 (Brand Valuation)

REFERENCE BOOKS

Marketing Management – A Finance Emphasis, B.K. Chatterjee, Jaico Book

Human Resource Management Electives

Strategic Human Resource Management UC-TMS (H) 513

Learning Outcomes:

1. Students will understand the concept of Human Resource Management and Strategic Human Resource Management.
2. Students will be able to develop Human Resource Strategies and implement the same in the organization.
3. Students will be confident in formulation of Human Resource Planning and handling HR Challenges.
4. Learners would understand the relationship between strategic human resource management and organizational performance

UC-TMS (H) 513

Sr No	Units/Modules	No. of Lectures
1	<p>Strategic Human Resource Management: Overview.</p> <p>1.1 Strategic Human Resource Management (SHRM) – Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM.</p> <p>1.2 Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals</p> <p>1.3 Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model</p> <p>1.4 HR Environment –Environmental trends and HR Challenges</p> <p>1.5 Linking SHRM and Business Performance.</p> <p>1.6 Strategy Formulation: Formulation of a Company’s Vision & Mission. Forces Influencing the Strategy Formulation.</p>	15
2	<p>Human Resource Strategies:</p> <p>2.1 Developing HR Strategies to Support Organizational Strategies, conducting a strategic review, implementing HR strategies</p> <p>2.2 Resourcing Strategy – Meaning and Objectives</p>	15

	<p>2.3 Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection</p> <p>2.4 Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage</p> <p>2.5 Rewards Strategies – Meaning, Importance: Monetary Reward Systems, Non-Monetary Reward Systems, Employee Assistance and Employee Recognition.</p> <p>2.6 Employee Relations Strategy, Retention Strategies</p> <p>2.7 Strategies for enhancing Employee Work Performance. Impact on Organizational Performance</p>	
3	<p>Human Resource Policies:</p> <p>3.1 Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment</p> <p>3.2 Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies</p> <p>3.3 Importance of Strategic HR Policies to Maintain Workplace Harmony</p>	15
4	<p>Recent Trends in Strategic Human Resource Management:</p> <p>4.1 Mentoring – Importance and benefits</p> <p>4.2 Employees satisfaction and Happiness - Long term benefits to organization.</p> <p>4.3 Employee Experience – Concept Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement</p> <p>4.4 Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking, Business Excellence Model</p> <p>4.5 Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions.</p> <p>4.6 Human Capital Management –Meaning, Role, Importance and benefits to the organization. Optimal utilization of Human Capital.</p> <p>4.7 HR strategy in International Context, converting global presence into global competitive advantage, HR 4.0</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	2	Strategic Human Resource Development
2	3	Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment
3	4	Employee Experience and engagement

Online Resources

https://onlinecourses.nptel.ac.in/noc20_hs48/preview (strategic human resource development)
https://indiafreenotes.com/requisites-of-a-sound-hr-policies-recruitment-selection-training-and-development-performance-appraisal-compensation-promotion-outsourcing-retrenchment/ (HR policies)
https://www.youtube.com/watch?v=Ml4_c_b6AyE (Employee experience and engagement)

Reference Books

Recommended Text:

- Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
- Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
- Strategic Human Resource Management, Tanuja Agarwal
- Strategic Human Resource Management, Jeffrey A. Mello
- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003
- Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008
- Strategic Human Resource Management, Formulating and Implementing HR Strategies for a Competitive Advantage By [Ananda Das Gupta](#)
- Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi

Industrial Relations UC-TMS (H) 514

Learning Outcome

1. Students will be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
2. Understand the various processes and procedures of handling Employee Relations.
3. Students will get to know the contemporary issues in Industrial Relations

UC-TMS (H) 514

Unit	Content	No. of Lectures
1.	<p>Industrial relations and overview</p> <p>1.1 Meaning, Objectives, Characteristics of a good Industrial Relations</p> <p>1.2 System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR</p> <p>1.3 Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR</p> <p>1.4 Role of State, Employers and Unions in IR, Changing Dimensions of IR in India</p> <p>1.5 Issues and Challenges of industrial relations in India</p> <p>1.6 Industrial Relations Related Laws in India: Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal • The Trade Unions Act, 1926; The Industrial Employment (Standing Orders) Act, 1946; The Industrial Disputes Act, 1947; The Factories' Act, 1948 ,The Minimum Wages Act, 1948</p>	15
2.	<p>Industrial Disputes and Conflicts</p> <p>2.1 Industrial Disputes: Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects</p> <p>2.2 Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc)</p> <p>2.3 Employee Discipline: Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement.</p> <p>2.4 Grievance Handling: Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India</p>	15

	<p>2.5 Industrial Conflicts- Meaning & Causes and Types, Strikes & Lockouts</p> <p>2.6 Meaning of Workers Participation in Management, Concepts and Objectives of Workers Participation in Management, Growth and Development of Workers Participation in Management, Types of Workers Participation in Management.</p>	
3.	<p>Trade Union and Collective Bargaining</p> <p>3.1 Trade Unions: Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities</p> <p>3.2 Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, Rights and Privileges of Registered Trade Unions</p> <p>3.3 Impact of Globalisation on Trade Unions in India, Central Organisations of Indian Trade Unions : INTUC, AITUC, HMS,UTUC, Problems of Trade Unions in India.</p> <p>3.4 Collective Bargaining: Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining</p> <p>3.5 Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India.</p>	15
4.	<p>Contemporary Issues in Industrial Relations</p> <p>4.1 Alignment of labour policy with economic policies and Industrialization Strategies</p> <p>4.2 Industrial relations and Technological Change</p> <p>4.3 Management of Industrial Relations</p> <p>4.4 India and International Labour Standards</p> <p>4.5 Indian Culture & IR.</p> <p>4.6 New Paradigms of Industrial Relation</p> <p>4.7 Shift from I.R to E.R</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Industrial Relations Laws in India
2	2	Industrial conflicts

3	3	Collective Bargaining: Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining
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Online Resources

https://archive.nptel.ac.in/courses/122/102/122102007/
https://cosmolearning.org/video-lectures/collective-bargaining/ (collective bargaining)
https://www.youtube.com/watch?v=6J-VvleH06k (parties to IR)

References

Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press..

Mr. Harinder Singh Brar , Mr Vikrant Verma, Industrial Relations and Labour Laws. ISBN- 978-93-90972-54-8

Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi

Organizational Effectiveness and Development UC-TMS (H) 515

Learning Outcome:

1. The students would be able to apply the knowledge of behavioural science in solving socio-technical problems as well as improving and maintaining the effectiveness of the organisation.
2. It will help students to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and development sensitivity to improve the effectiveness.
3. Students will learn how to manage change effectively and how to deal with resistance of change.

UC-TMS (H) 515

Unit	Content	No. of Lectures
1.	1.1 Organisational Development – Meaning, Features, Objectives, Process 1.2 Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD	15

	<p>1.3 OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner</p> <p>1.4 Emerging Trends in OD</p> <p>1.5 OD in Global Setting,</p>	
2.	<p>Organisational Diagnosis, Renewal and Change</p> <p>2.1 Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis</p> <p>2.2 Organizational Renewal, Re-energising, OD and Business Process Reengineering (BPR), OD and Leadership Development</p> <p>2.3 OD & Change management, Kurt Lewin’s theory, Causes of Resistance to Change</p> <p>2.4 Organisational Life Cycle,</p> <p>2.5 Organizational Growth and its Implication for Change</p>	15
3.	<p>OD Interventions</p> <p>3.1 OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions</p> <p>3.2 Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention</p> <p>3.3 Techniques of OD Intervention : Traditional: Sensitive Training, Grid Training, Survey Feedback. Modern : Process Consultation, Third Party, Team Building, Transactional Analysis</p> <p>3.4 Evaluation of OD Interventions : Process, Types, Methods, Importance</p>	15
4.	<p>Current trends in Organisational Effectiveness:</p> <p>4.1 Organisational Effectiveness- Meaning , Importance , Effectiveness v/s Efficiency</p> <p>4.2 Knowledge Management: Role of HR in Knowledge management. Knowledge management & culture, why should an individual share knowledge & how Organisational culture can help to mitigate individual fears.</p> <p>4.3 Knowledge Management-The Indian Experience- Case analysis of Infosys, Tata Steel</p> <p>4.4 Problems Indian Organisations face with respect to knowledge Management.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Concept of Organisation Development
2	Planned change concept, need and it's Process
3	Organisational Diagnosis
4	Organisation effectiveness vs efficiency
5	OD Interventions
6	Organisational effectiveness, Effectiveness Vs Efficiency

Online Resources

https://www.youtube.com/watch?v=ektLJ_e2E4k - (ORGANISATIONAL DEVELOPMENT)
https://www.youtube.com/watch?v=zYB8k2RzjsA (CHANGE MANAGEMENT)
https://www.youtube.com/watch?v=wWwOq0VPwfg (OD INTERVENTIONS)
https://www.digimat.in/nptel/courses/video/110107151/L06.html (ORGANISATIONAL EFFECTIVENESS)

References

REFERENCE BOOKS	AUTHOR / PUBLICATION
“ Organisational Behaviour”,	Fred Luthans, New York, Mc Graw-Hill 1989.
Organisational Development: Strategies and Models	Beckhard, R, Addison-Wesley, Reading
Principles and practices of management	VSP Rao and PS Narayana
Organizational behaviour	R A Sharma
“Organisational Behaviour”	S.P.Robbins, Prentice Hall
Pattern of Organisational Change.	Lawy E.Grenier:

FINANCE FOR HR PROFESSIONALS AND COMPENSATION MANAGEMENT

UC-TMS (H) 516

Learning Outcomes:

1. Learners will interlink HR professionals with financial concepts to enable them to make prudent HR decisions.
2. Learners will identify the various compensation plans; various theories of wages and different incentives plans and prerequisites of effective incentive systems.
3. Learners will recognize the issues related to compensation management.
4. Learners will comprehend the legal framework of compensation management

UC-TMS (H) 516

Sr. No	Content	No. of Lectures
1	Compensation Plans and HR Professionals 1.1 Meaning, Objectives of Compensation Plans 1.2 Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation 1.3 Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation 1.4 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security 1.5 Pay Structure: Meaning, Features, Factors, Designing the Compensation System 1.6 Compensation Scenario in India.	15
2	Incentives and Wages 2.1 Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. 2.2 Prerequisites of an Effective Incentive System 2.3 Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials	15

	2.4 Importance of Wage Differentials, Elements of a Good Wage Plan.	
3	<p>Compensation to Special Groups and Recent Trends</p> <p>3.1 Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives.</p> <p>3.2 Human Resource Accounting – Meaning, Features, Objectives and Methods</p> <p>3.3 Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay</p> <p>3.4 Cafeteria approach – Features, Advantages and Disadvantages.</p> <p>3.5 Compensation for flexi workers, restructuring of compensation for remote working, compensation for gig workers, pay compression - Examples</p>	15
4	<p>Legal and Ethical issues in Compensation</p> <p>4.1 Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952.</p> <p>4.2 Pay Commissions Wage Boards, Adjudication, Legal considerations, COBRA requirement</p> <p>4.3 Pay Restructuring in Mergers and Acquisitions</p> <p>4.4 Current Issues and Challenges in Compensation Management, Ethics in Compensation Management.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Types of Compensation: Financial and non-financial
2	2	Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives.

3	4	Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952.
4	4	Current Issues and Challenges in Compensation Management, Ethics in Compensation Management.

Online Resources

https://archive.nptel.ac.in/courses/110/105/110105069/ (types of compensation)
https://youtu.be/igXTi2RUhWA (incentives)
https://youtu.be/N4w1NpKc-Bw (issues and challenges)
https://youtu.be/Z2ZmFKvhz3o

References

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

Indian Ethos in Management UC-TMS (H) 517

Learning Outcomes

1. The learner will be able to appreciate the progress and journey of Indian Management across generations.
2. The learner shall develop understanding of age-old methods of dealing with corporate responsibilities and stress.
3. The learner will be able to grasp important concepts related to karma- such as Nishkama Karma, which will help them in developing a sound understanding of work and its relation to life.

UC-TMS (H) 517

Sr. No	Content	No. of Lectures
1	<p>Indian Ethos – An Overview</p> <p>1.1 Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices</p> <p>1.2 Management Lessons from Scriptures- Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya’s Arthashastra</p> <p>1.3 Indian Heritage in Business Management, Production and Consumption</p> <p>1.4 Ethics v/s Ethos</p> <p>1.5 Indian Management v/s Western Management</p>	15
2	<p>Work Ethos and Values</p> <p>2.1 Work Ethos- Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos</p> <p>2.2 Values- Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change</p> <p>2.3 Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society</p> <p>2.4 Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture</p>	15

3	<p>Stress Management</p> <p>3.1 Stress Management- Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress</p> <p>3.2 Stress Management Techniques- Meditation: Meaning, Techniques, Advantages</p> <p>3.3 Mental Health and its Importance in Management, Brain Storming, Brain Stilling</p> <p>3.4 Yoga: Meaning, Significance</p> <p>3.5 Leadership- Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta</p> <p>3.6 Motivation- Meaning, Indian Approach to Motivation, Techniques</p>	15
4	<p>Indian Systems of Learning</p> <p>4.1 Learning- Meaning, Mechanisms</p> <p>4.2 Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages</p> <p>4.3 Modern System of Learning: Meanings, Features, Advantages, Disadvantages</p> <p>4.4 Karma: Meaning, Importance of Karma to Managers, Nishkama Karma</p> <p>4.5 Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection</p> <p>4.6 Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma</p> <p>4.7 Self-Management: Personal growth and Lessons from Ancient Indian Education System</p> <p>4.8 Personality Development: Meaning, Determinants, Indian Ethos and Personality Development</p> <p>4.9 Chanakya Neeti and Arthashastra</p>	15

Self-Learning topics (Unit wise):

Sr. No	unit	Topic
1	1	Ethics v/s Ethos
2	3	Stress Management- Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress

Online Resources

<https://nptel.ac.in/courses/109104032> (Ethics v/s Ethos)

<https://nptel.ac.in/courses/121105009> (Stress Management- Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress)

REFERENCE BOOKS

1. R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
2. Bhatta, S.K., Business Ethics & Managerial Values.
3. Dave, Nalini V: Vedanta and Mana
4. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
5. Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi – 1987
6. Chakraborty, S.K.: Management by Values, Oxford University Press 1991.
7. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010
8. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
9. Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009
10. Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009
11. S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 200

Human Resource Accounting and Auditing UC-TMS (H) 518

Learning Outcomes

1. To understand the basics of HR Accounting and Audit with study of various instruments.
2. To be able to independently calculate HR Cost, Investment, ROI and prepare Audit Report.
3. To be able to add value in the organization by application of HR Tools and Techniques.
4. To be able to differentiate the difference between Cost Based and Value Based Human Resource Accounting.

UC-TMS (H) 518

Unit	Content	No. of Lectures
1	<p>Human Resource Accounting : Overview</p> <p>1.1.Human Resource Accounting – Meaning, Need, Objectives and Importance of HR Accounting</p> <p>1.2.Historical Development of Human Resource Accounting,</p> <p>1.3.Cost of Human Resource- Recruitment and Selection Cost, Training and Development Cost, Orientation cost and Separation cost.</p> <p>1.4.Benefits and Drawback of Human Resource Accounting.</p> <p>1.5Developing and integration of Human Resource Accounting with other accounting.</p> <p>1.6 Reporting of Human Resource Accounting at National Levels.</p>	15
2	<p>Methods and Human Resource Accounting practices in India.</p> <p>2.1.Cost Based Human Resource Accounting - Concepts Meaning, Importance Advantages, Limitations and Impacts in the organization.</p> <p style="padding-left: 20px;">i. Historical Cost Model.</p> <p style="padding-left: 20px;">ii. Replacement Cost Model.</p> <p style="padding-left: 20px;">iii. Opportunity Cost.</p> <p style="padding-left: 20px;">iv. Standard Cost Model.</p> <p>2.2.Value Based Human Resource Accounting – Concepts, Meaning, Importance ,Limitations and Impacts in the Organization.</p> <p>2.3.Economic Value Cost Model -</p> <p>2.4.Present Value of Future Earning Model.</p> <p>2.5.Reward Valuation Model.</p> <p>2.6.Statutory Provisions governing HR accounts:</p> <p style="padding-left: 40px;">Importance and advantages of Statutory Compliance.</p> <p style="padding-left: 40px;">Statutory Benefits applicable for employees and employer.</p> <p>2.7.Human Resource Accounting Practices in India</p> <p style="padding-left: 40px;">Role of HRA in an Organization.</p>	15

	Human Resource Accounting practices in Indian Companies.	
3	<p>Human Resource Audit: Overview.</p> <p>3.1.Human Resource Audit - Meaning, Features and Objectives of HR Audit.</p> <p>3.2.Benefits, Drawbacks and Principles of Effective HR Auditing.</p> <p>3.3.Process and issues in HR Audit. Roles of HR Audit in Business Environment.</p> <p>3.4.Roles and Responsibilities of HR Auditor.</p> <p>3.5.Methods of conducting HR Audit: Interview Method, Workshop Method, Observation Method, Questionnaire Method.</p> <p>3.6.Components of HR Audit: Purpose of HR Audit Report. H.R Audit Report Design. Preparation of HR Audit Report. Use of HR Audit Report for business improvement.</p>	15
4	<p>H.R Audits for statutory compliance and safe business compliance.</p> <p>4.1 Areas covered by HR Audit – Hiring process, New hire orientation process, workplace policies and practices, Planning. Staffing and Development, Administration.</p> <p>4.2 HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development Audit and improving organizational overall performance and Efficiency.</p> <p>4.3 Human Resource Audit and Business Linkages: Benchmarking. HR Accounting. HRD Effectiveness, Culture and Competencies.</p> <p>4.4 Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting.</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Recent advancement in Human Resource Audit and Accounting.
2	Human Resource Audit Practices in Indian Companies.
3	Need and Importance of Reporting of Human Resource Accounting at National Levels.
4	Linkage of Human Resource Auditing with the growth of Business
5	Methods of Human Resources Accounting and its advantages in the organization.

Online Resources

https://www.youtube.com/watch?v=iJ7LWZVrFkU
https://www.youtube.com/watch?v=DXqwfyzrOJY
https://www.youtube.com/watch?v=Qg2JXqIaYzI

Recommended Text:

- HR Audit : Evaluating the human resource functions for business improvement by T.V. Rao, Response Books
- Eric G. Flamholtz, Human Resource Accounting, Springer
- Jac Fitzenz, How To Measure Human Resource Management, McGraw Hill
- Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing
- M. Saeed, D.K. Kulsheshta , Human Resource Accounting, Anmol Publications.
- D. Prabakara Rao, Human Resource Accounting, Inter India Publications
- Human Resource Management by Gary Dessler, Pearson Publications.
- Rao, T.V. 2008. HRD Scorecard 2500, 1/e; New Delhi: Response Books
- Udai Pareek and Rao T V (2003). Designing and Managing Human Resource

REAL ESTATE ELECTIVES

Service Marketing- UC-TMS-(R)- 519

Learning Outcomes

1. Understanding the Concept of Services and intangible products
2. Discussing the relevance of the services Industry to Industry

3. Examining the characteristics of the services industry and the modus operandi
4. Analysing the role and relevance of Quality in Services
5. Visualising future changes in the Services Industry

UC-TMS-(R)- 519

Unit	Content	No. of Lectures
1	<p>Introduction to Service Marketing</p> <p>1.1 Services Marketing Concept, Distinctive Characteristics of Services, Difference between goods & Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services</p> <p>1.2 Role of Services in Modern Economy, Services Marketing Environment</p> <p>1.3 Goods vs Services Marketing, Goods Services Continuum</p> <p>1.4 Consumer Behaviour, Positioning a Service in the Market Place</p> <p>1.5 Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</p> <p>1.6 Type of Contact: High Contact Services and Low Contact Services</p> <p>1.7 Sensitivity to Customers' Reluctance to Change</p> <p>1.8 Service Sector beyond 2020 -Indian, Asian & Global perspectives</p>	15
2	<p>Key Elements of Services Marketing Mix</p> <p>2.1 The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping Flowcharting</p> <p>2.2 Service Encounters, ; High Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture</p> <p>2.3 Branding of Services – Problems and Solutions</p> <p>2.4 Options for Service Delivery</p>	15
3	<p>Managing Quality Aspects of Services Marketing</p> <p>3.1 Improving Service Quality and Productivity</p> <p>3.2 Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</p> <p>3.3 The SERVQUAL Model, Critical Incident Model.</p> <p>3.4 Defining Productivity – Improving Productivity</p> <p>3.5 Demand and Capacity Alignment</p>	15

	<p>3.6 Managing Consumer Behavior & Service Quality: Consumer and Organizational Behavior in Services – Understanding Our Customers & Collaborators in services, stages of service consumption</p> <p>3.7 Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behavior-Complaint Resolution</p> <p>3.8 Current customer retention and customer lifetime value</p>	
4	<p>Marketing of Services</p> <p>4.1 Bases for Segmentation of Services; Selecting Target Market & Segmentation, Targeting & Positioning of Services, Techniques of Positioning Services.</p> <p>4.2 International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</p> <p>4.3 Factors Favoring Transnational Strategy -Elements of Transnational Strategy</p> <p>4.4 Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</p> <p>4.5 Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector</p> <p>4.6 Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges</p> <p>4.7 Service Marketing in real estate: Facilities Management, risk and insurance</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Role of Services in Modern Economy, Services Marketing Environment
2	2	Service Encounters, ; High Contact & Low-Contact Services
3	3	Defining Productivity – Improving Productivity
4	4	Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry

Online Resources

<https://nptel.ac.in/courses/110107142>

<https://nptel.ac.in/courses/110107142>

REFERENCE BOOKS

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

Sales & Distribution Management- UC-TMS-(R)- 520

Learning Outcomes:

1. Identify issues related to design and implementation of Sales Strategy
2. Apply concepts related to improving performance of Sales Team
3. Analyze roles and responsibilities of a Sales and Marketing Manager
4. Design and implement channel strategies

UC-TMS-(R)- 520

Sr.No	Modules/ Units	No. of Lectures
1	Introduction	15
	1.1 Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions, Qualities of a Sales Manager, Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling, Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure. 1.2 Distribution Management:	

	<p>Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels., Distribution channel members in real estate.</p> <p>1.3 Integration of Marketing, Sales and Distribution</p>	
2	Market Analysis and Selling	15
	<p>2.1 Market Analysis:</p> <p>Market Analysis and Sales Forecasting, Methods of Sales Forecasting</p> <p>Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota</p> <p>Factors Determining Fixation of Sales Quota</p> <p>Assigning Territories to Salespeople</p> <p>2.2 Selling:</p> <p>Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing</p> <p>Theories of Selling – AIDAS Theory of Selling, “Right set of Circumstances” Theory</p> <p>Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill</p> <p>Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy</p> <p>Salesmanship and Sales- Promotion Concept, Essential Qualities of Successful Salesman</p>	
3	Distribution Channel Management	15

	<p>3.1 Management of Distribution Channel – Meaning & Need</p> <p>3.2 Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler</p> <p>3.3 Real estate channel partners</p> <p>3.4 Choice of Distribution System – Intensive, Selective, Exclusive</p> <p>3.5 Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost</p> <p>3.6 Factors Affecting Effective Management Of Distribution Channels</p> <p>3.7 Channel Design</p> <p>3.8 Channel Policy</p> <p>3.9 Concept of Vertical Marketing System (VMS) and Horizontal Marketing System (HMS)</p> <p>3.10 Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict</p> <p>3.11 Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution</p> <p>3. 12 Motivating Channel Members</p> <p>3.13 Selecting Channel Partners</p> <p>3.14 Evaluating Channels</p> <p>3.15 Channel Control</p> <p>3.16 Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information</p>	
4	Performance Evaluation, Ethics and Trends	15

	<p>4.1 Evaluation & Control of Sales Performance:</p> <p>Sales Performance – Meaning</p> <p>Methods of Supervision and Control of Sales Force</p> <p>Sales Performance Evaluation Criteria- Key Result Areas (KRAs)</p> <p>Sales Performance Review</p> <p>Sales Management Audit</p> <p>4.2 Measuring Distribution Channel Performance:</p> <p>Evaluating Channels- Effectiveness, Efficiency and Equity</p> <p>Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit</p> <p>4.3 Ethics in Sales Management</p> <p>4.4 New Trends in Sales and Distribution Management</p> <p>4.5 Real estate: new project: residential and commercial, exhibitions, indoor and outdoor promotions</p>	
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Self-Learning topics (Unit wise):

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

Online Resources

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

Reference Books

6. A. Nag, *Sales And Distribution Management, Mcgraw Hill, 2013 Edition*
7. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, *Sales Management, Pearson Education, 5th Edition*

8. *Krishna K. Havaldar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition, 2011*
9. *Dr. Matin Khan, Sales And Distribution Management, Excel Books, 1st Edition*
10. *Kotler & Armstrong, Principles Of Marketing – South Asian Perspective, Pearson Education, 13th Edition*

Strategic Cost Management- UC-TMS-(R)- 521

Learning outcomes: -

Understanding Costing Concepts and its usages. This helps ascertainment of **cost**, fixation of selling price, proper recording and presentation of **cost** data to management for measuring efficiency and for cost control and cost reduction, ascertaining the profit of each activity, assisting management in decision making.

UC-TMS-(R)- 521

Unit	Content	No. of Lectures
1	<p>Introduction to Strategic cost management (Theory only)</p> <p>1.1 Concept and Philosophy</p> <p>1.2 Objectives of SCM</p> <p>1.3 Key elements of SCM</p> <p>1.4 Environmental influences on cost management practices</p> <p>1.5 Life cycle costing</p> <p>1.6 Kaizen Costing</p> <p>1.7 Transfer pricing and divisional performance</p> <p>1.8 Responsibility Accounting- Introduction and types</p>	15
2	<p>Marginal Costing</p> <p>2.1 Introduction to marginal costing</p> <p>2.2 Distinction between absorption costing and marginal costing</p> <p>2.3 Advantages and limitations of marginal costing</p> <p>2.4 Cost Volume and Profit Analysis</p> <p>2.5 Break even analysis</p> <p>2.6 Margin of safety</p> <p>2.7 Key factor</p> <p>2.8 Make or buy decisions</p> <p>2.9 Exploring foreign markets</p>	15

	2.10 Sales mix decisions 2.11 Plant shut down decision 2.12 Practical problems on all types	
3	Standard Costing 3.1 Preliminaries in installing of a standard cost system 3.2 Material Cost variance 3.3 Labour cost variance 3.4 Variable overhead variances 3.5 Fixed Overhead variances 3.6 Sales variances 3.7 Profit variances 3.8 Practical problems on all types	15
4	Emerging trends in Cost Accounting –ABC Analysis 4.1 Activity Based Costing – Introduction, Advantages, Limitations 4.2 Identification of cost drivers 4.3 Practical Problems on Traditional V/s Activity Based Costing System. 4.4 Real estate sector implication: contract costing, budgeting, dealing with cost increases and cost escalation, rate contract, hedging.	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Introduction to SCM

Online Resources

<https://cloudcampus.icai.org>

<https://resource.cdn.icai.org/66526bos53753-cp1.pdf>

Reference Books:

1. Cost Accounting by C.S. Rayadu, Tata Mc.Graw Hill and Co. ltd., Mumbai
2. Cost Accounting by Jawaharlal and Seema Srivastava, Tata Mc.Graw Hill and Co. ltd., Mumbai
3. Cost Accounting by Ravi M. Kishore., Taxxman Ltd. New Delhi.
4. Advanced Cost and Management Accounting: Problems and Solutions by V. K. Saxena and C. D. Vashist, S. Chand and Company(P) Ltd., New Delhi.
5. Lectures on Costing by Swaminathan: S.Chand and Company (P) Ltd. New Delhi.

6. Cost Accounting Principles and Practice by M. N. Arora, Vikas Publishing House (P) Ltd., New Delhi.

Wealth Management- UC-TMS-(R)- 522

Learning Outcomes:

It enables students to handhold their investment journey, by periodically addressing their goals, return expectations and risk tolerance.

UC-TMS-(R)- 522

Sr. no.	Modules/ Units	No. of Lectures
1	Introduction to Wealth Management	15
	1.1 Introduction to Wealth Management 1.2 Meaning & Scope of Wealth Management 1.3 Components, Process and Need of Wealth Management 1.4 Needs and Expectation of Clients 1.5 Code of Ethics for Wealth Manager 1.6 Economic Environment Analysis 1.7 Macroeconomics like Inflation, Interest Rate, Yield Curve, Real Return 1.8 Analyze the impact of Key Indicator – Leading, Lagging, Concurrent.	
2	Wealth management process and investment planning	15
	2.1 Developing a wealth management plan 2.2 Essentials of a comprehensive wealth management plan 2.3 Components of a plan 2.4 Investment risks and its types 2.5 Risk profiling and asset allocation 2.6 Life cycle model, asset allocation strategies, goal based financial planning	
3	Wealth Management Products	15
	3.1 Portfolio Management services-players, regulations, types 3.2 Structured products-types, features, risk/return tradeoff 3.3 REITs-features, companies, etc. 3.5 Other avenues-mutual funds, small case, etc. 3.5 Financial Products like Equity, Debt, Commodities, etc.	

	3.6 Real estate as an alternative asset class, real estate as part of a portfolio, income generation, capital gain, estate management	
4	Asset allocation, advising right and ethics	15
	4.1 Mis-selling in financial services 4.2 Financial Literacy-initiatives and regulators 4.3 Ethical issues in financial advisory 4.4 Regulatory changes 4.5 Current Affairs in the form of Case Studies	

Self-Learning topics (Unit wise)

Sr. No	Topic
1	Asset Allocation and Goal Based Strategies
2	Macroeconomics
3	Wealth Management in developing countries

Online Resources

Topic
Fundamentals of Wealth Management - YouTube
Asset Allocation Learn with Upstox ft. Rachana - YouTube
How to invest in Commercial Properties: expected return, REITS and other details. - YouTube

References:

- The Total Money Makeover Author: Dave Ramsey
- You're So Money: Live Rich, Even When You're Not: Author: FarnooshTorabi
- I Will Teach You to Be Rich: Author: RamitSethi
- Harold R Evensky , Wealth Management
- Nalinipruva Tripathi , Wealth Management
- S. K. Bagchi , Wealth Management

Direct Tax - UC-TMS-(R)- 523

Learning Outcome

- Students will be able to identify the technical terms related to direct taxation.
- Students should be able to determine the residential status of an assessee and thus should be able to compute the taxable income of assessee with different residential status.
- Students will be able to understand the various benefits/ deductions under Chap VI-A of the Income tax act, 1961 which are to be reduced from the gross total income of the assessee.
- Students will be able to compute the net total income and the total tax liability of an individual assessee considering the income from all heads of income and the deduction under Chap VI- A of the Income tax act,1961.
- Students will be able to compute the taxable income and tax for a partnership firm.

UC-TMS-(R)- 523

Unit	Content	No. of Lectures
1	Definitions U/S 2- Basis of charge and exclusions from total income 1.1 Section 2 –Assessee, Assessment Year, Assessment, Annual value, Business, Capital asset, Income, Person, Previous Year, Transfer 1.2Basis of Charge: Section 3 – 9 – Previous Year, Residential Status, Scope of Total Income, Deemed Income 1.3Exclusions from Total Income: Section 10 – restricted to, Agricultural Income, Sums Received from HUF By Member, Share of Profit from Firm, Casual & Non – Recurring Receipts, Scholarships, Income of Minor Child, Allowance to Members of Parliament and Legislative Assembly.	10

2	<p>Heads of Income and New Tax Regime U/S 115 BAC</p> <p>2.1 Salary Income: Section 15 – 17, Including Section 10 relating to House Rent Allowance, Travel Concession, Special Allowance, Gratuity, Pension –Commutation, Leave Encashment, Compensation, Voluntary Retirement, Payment from Provident Fund</p> <p>2.2 Income From House Property: Section 22 – 27, Including Section 2 – Annual Value</p> <p>2.3 Profits & Gains from Business & Profession: Section 28-32, 36, 37, 40, 40A, 43B, 44AD, 44ADA & 44AE including: Section 2 – Business</p> <p>2.4 Capital Gains: Section 45, 48, 49, 50, 54 and 55</p> <p>2.5 Income from Other Sources: Section 56 – 59</p> <p>2.6 New Tax Regime U/S 115 BAC</p>	20
3	<p>Deductions under Chapter VI A</p> <p>3.1 80 A- Restriction on claim in Chapter VI- A deductions</p> <p>3.2 80 C – Payment of LIC/PF and other eligible investments</p> <p>3.3 80CCC – Contribution to certain Pension Fund</p> <p>3.4 80D – Medical Insurance Premium</p> <p>3.5 80 DD- Maintenance and medical treatment of handicapped dependent</p> <p>3.6 80E – Interest on Educational Loan</p> <p>3.7 80 TTA- Interest on Saving Bank account</p> <p>3.8 80U – Deduction in the case of totally blind or physically handicapped or mentally retarded resident person</p> <p>3.9 Direct Tax impact in real estate: rental income, deductions u/s 24, capital gain, capital gains exemptions and deductions, short term and long term capital gains, deduction u/s 80 c, summary of recent budget announced.</p>	15
4	<p>Computation of Total Income</p> <p>4.1 Computation of Total Income of Individual and HUF with respect to above heads and deductions.</p>	15

Self-Learning topics (Unit wise)

Unit	Topics
1	Definitions U/s 2

Online Resources

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

Reference Books:

- Direct Taxes Law & Practice by V.K. Singhania - Taxman
- Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House
- Income Tax Ready Reckoner by Dr .V.K. Singhania - Taxman
- Direct Tax Laws by T.N. Manoharan - Snow White Board of Studies-in-Accountancy

Industrial Relations -UC-TMS-(R)- 524

Learning Outcome

1. Students will be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
2. Understand the various processes and procedures of handling Employee Relations.
3. Students will get to know the contemporary issues in Industrial Relations.

UC-TMS-(R)- 524

Unit	Content	No. of Lectures
1.	Industrial relations and overview 1.1 Meaning, Objectives, Characteristics of a good Industrial Relations 1.2 System/Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR 1.3 Major Stakeholders of IR, Evolution of IR in India, Factors affecting IR 1.4 Role of State, Employers and Unions in IR, Changing Dimensions of IR in India 1.5 Issues and Challenges of industrial relations in India 1.6 Industrial Relations Related Laws in India : Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal • The Trade Unions Act, 1926; The Industrial Employment (Standing Orders) Act, 1946; The Industrial Disputes Act, 1947; The Factories' Act, 1948 ,The Minimum Wages Act, 1948.	15

2.	<p>Industrial Disputes and Conflicts</p> <p>2.1 Industrial Disputes: Meaning of Industrial Dispute, Causes, Forms/Types, Consequences/Effects</p> <p>2.2 Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc)</p> <p>2.3 Employee Discipline: Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement.</p> <p>2.4 Grievance Handling: Meaning of Grievances, Causes of Grievances, Guidelines for Grievance Handling, Grievance Redressal Procedure in India</p> <p>2.5 Industrial Conflicts- Meaning & Causes and Types, Strikes & Lockouts</p> <p>2.6 Meaning of Workers Participation in Management, Concepts and Objectives of Workers Participation in Management, Growth and Development of Workers Participation in Management, Types of Workers Participation in Management.</p>	15
3.	<p>Trade Union and Collective Bargaining</p> <p>3.1 Trade Unions: Meaning, Features, Objectives, Role of Trade Unions, Functions/Activities</p> <p>3.2 Types, Evolution of Trade Unions across Globe, Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, Rights and Privileges of Registered Trade Unions</p> <p>3.3 Impact of Globalisation on Trade Unions in India, Central Organisations of Indian Trade Unions : INTUC, AITUC, HMS, UTUC, Problems of Trade Unions in India.</p> <p>3.4 Collective Bargaining: Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining</p> <p>3.5 Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India.</p>	15

4.	<p>Contemporary Issues in Industrial Relations</p> <p>4.1 Alignment of labour policy with economic policies and Industrialization Strategies</p> <p>4.2 Industrial relations and Technological Change</p> <p>4.3 Management of Industrial Relations</p> <p>4.4 India and International Labour Standards</p> <p>4.5 Indian Culture & IR.</p> <p>4.6 New Paradigms of Industrial Relation</p> <p>4.7 Shift from I.R to E.R</p> <p>4.8 IR in Real estate: in-house vs. outsource, cost and benefits , risk of outsourcing, public liability, dealing with migrant workers, recent labor laws.</p> <p>4.9 Industrial Relation laws related to real estate: Employee Provident Fund act, Contract Labour (Regulation and abolition) Act, Employee state insurance act, equal remuneration act, industrial dispute act, Payment of wages Act, Trade Unions Act</p>	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Industrial Relations Laws in India
2	2	Industrial conflicts
3	3	Collective Bargaining: Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining

Online Resources

https://archive.nptel.ac.in/courses/122/102/122102007/
https://cosmolearning.org/video-lectures/collective-bargaining/ (collective bargaining)
https://www.youtube.com/watch?v=6J-VvleH06k (Parties to IR)

References

Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press..

Mr. Harinder Singh Brar , Mr Vikrant Verma, Industrial Relations and Labour Laws. ISBN- 978-93-90972-54-8

Ratna Sen, "Industrial Relations in India", Macmillan India Ltd. New Delhi

Core Subjects

International Business UC-TMS (C) 525

Learning Outcome

1. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.
2. Define, analyze and understand the key practical and theoretical concepts of international business
3. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions.

Sr. No	Contents	No. of Lectures
1	<p>1.1 Fundamentals of International Business</p> <p>Interdependence of Countries, Classical Theory of International Trade - Theory of Absolute Cost Differences or Advantages, Ricardian Theory of Comparative Costs, Modern Theory of International Trade</p> <p>1.2 Introduction to International Business:</p> <p>Meaning, Importance of International business, Scope of International Business, Advantages and Disadvantages of International Business, EPRG model</p>	15
2	<p>2.2 International Business Environment</p> <p>Meaning of International Trade Environment, Components of International Trade Environment - Demographic Environment, Social Environment, Cultural Environment, Economic Environment, Political Environment, Legal Environment, Technological Environment, Competitive Environment, Hofstede's Cultural Dimension Theory, Michael Porter's Five Forces Analysis, PEST Analysis for International Market</p>	15

3	<p>3.1 International Trade Organisations</p> <p>WTO – Objectives, Principles, Functions, Pros & Cons WTO Agreements, United Nations Co-operation for Trade and Development (UNCTAD)</p> <p>3.2 Regional Economic Groupings</p> <p>Concept of Trade Barriers, Types of Trade Barriers, Tariff Trade Barriers vs. Non-tariff Trade Barriers, Effects of Trade Barriers, Concept of Regional Economic Groups, Types of Regional Economic Groups, Positive and Negative Effects of Regional Economic Groups, Major Trade Blocs</p>	
4	<p>4.1 Practical Issues in International Business</p> <p>Modes of Entry in International Market, Export and Import Procedures and Documentations, Ethics in International Business- Customers, Employees, Government and Society, International Business communication, International Business Public Relations, Copyright & Trade Mark, International logistics and Supply Chain Management, International Business HRM :Cross Cultural Issues and their Management</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	International business in last 5 years of Indian Economy
2	4	WTO and Globalization

Online Resources

<https://archive.nptel.ac.in/courses/110/107/110107145/>

https://onlinecourses.swayam2.ac.in/cec20_mg12/preview

<https://nptel.ac.in/courses/109107173>

Reference Books

- Economic Survey, Govt. of India. Various issues
- Export-import Policy and Other Documents, Govt. of India
- Czinkota, Michael R, 8th Edition, Publisher Wiley, 2010.

- Hill, Charles W. L., International Business, McGraw Hill, 2011, New York.
- Aswathappa K, International Business, Tata McGraw Hill Education, 2010.

Logistics & Supply Chain Management UC-TMS (C) 526

Learning Outcomes:

1. To enable the learners to understand the concept of Logistics and supply chain management.
2. To Explore the various elements of Logistics mix.
3. To understand the various concepts with respect to Inventory Management, Logistics Costing, Performance Management, and Logistical Network Analysis and Integration.
4. To help the learners understand recent trends in Logistics and supply chain management.

Sr No	Units/Modules	No. of Lectures
1	<p>Overview of Logistics and Supply Chain Management</p> <p>1.1 Introduction to Logistics Management</p> <p>a. Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics, Reverse Logistics, and Green Logistics</p> <p>b. Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment, Marketing and Logistics interface</p> <p>1.2 Introduction to Supply Chain Management</p> <p>Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration, Supply Chain Effectiveness</p> <p>1.3 Customer Service: Key Element of Logistics</p> <p>Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</p> <p>1.4 Demand Planning and Forecasting</p> <p>Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</p>	15
2	<p>Elements of Logistics Mix</p>	15

	<p>2.1 Transportation Introduction, Principles, and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation</p> <p>2.2 Warehousing Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</p> <p>2.3 Materials Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipment used for Materials Handling, Factors affecting Materials Handling Equipment</p> <p>2.4 Packaging Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</p>	
3	<p>Inventory Management, Logistics Costing, Performance Management, and Logistical Network Analysis and Integration</p> <p>3.1 Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels)</p> <p>3.2 Logistics Costing Meaning, Logistics Cost Analysis, Total Cost Approach, Activity Based Costing, Mission-Based Costing</p> <p>3.3 Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</p> <p>3.4 Logistical Network Analysis and Integration Meaning, Objectives, Importance, Scope, RORO/LASH</p>	15
4	<p>Recent Trends in Logistics and Supply Chain Management</p> <p>4.1 Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure</p>	15

	<p>4.2 Modern Logistics Infrastructure</p> <p>Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</p> <p>4.3 Logistics Outsourcing</p> <p>Meaning, Objectives, Benefits/Advantages of Outsourcing, Third-Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition</p> <p>4.4 Logistics in the Global Environment</p> <p>Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Managing the global pipeline, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Meaning, Basic Concepts of Logistics
2	2	Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management
3	3	Meaning, Objectives, Functions, Importance of inventory management
4	4	Global Issues and Challenges in Logistics and Supply Chain Management

Online Resources

<p>https://youtu.be/rWcx6-WPexA (Introduction to logistics)</p> <p>https://youtu.be/Z1zi7fMLmV4</p>
<p>https://youtu.be/raqi4gjMLm8 (supply chain)</p>
<p>https://youtu.be/Z1zi7fMLmV4 (Inventory management)</p>
<p>https://youtu.be/Fm24q_fFCsk (Issues and challenges of logistics and supply chain)</p>

Part 4 –The Scheme of Teaching and Examination

Semester – VI

Summary

Sr. No.	Choice Based Credit System	Subject Code	Remarks
1	Elective Course	UC-TMS(F)-601 UC-TMS(F)-602 UC-TMS(F)-603 UC-TMS(F)-604 UC-TMS(F)-605 UC-TMS(F)-606 UC-TMS(M)-607 UC-TMS(M)-608 UC-TMS(M)-609 UC-TMS(M)-610 UC-TMS(M)-611 UC-TMS(M)- 612 UC-TMS (H)- 613 UC-TMS (H) -614 UC-TMS (H)- 615 UC-TMS (H)- 616 UC-TMS (H)- 617 UC-TMS (H)- 618 UC-TMS-(R)- 619 UC-TMS-(R)- 620 UC-TMS-(R)- 621 UC-TMS-(R)- 622 UC-TMS-(R)- 623 UC-TMS-(R)- 624	Personal Financial Planning Strategic Financial Management Marketing of Financial Services Indirect Taxes International Finance Financial Accounting International Marketing Corporate Communication & Public Relations E-Commerce & Digital Marketing – II Strategic Brand Management Retail Management Industrial Marketing HRM in Global Prospective Legislation in HR Leadership & Managerial Effectiveness HRM in Service Sector Management Workforce Diversity HR Analytics Industrial Marketing E-Commerce & Digital Marketing Strategic Brand Management Marketing of Financial Services Indirect Tax Leadership & Managerial Effectiveness
2	Course (Management Studies)	UC-TMS-(C)- 625 UC-TMS-(C)- 626	Operations Research Research Project

Second Year Semester VI Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week					Credit	S.L.E.	Internals				Total Marks
			Units	S.L.	L	T	P			CT	AP	TA	SEE	
1	UC-TMS(F)-601	Personal Financial Planning	4	20%*	4	0	0	3	10	15	5	10	60	100
2	UC-TMS(F)-602	Strategic Financial Management	4	20%*	4	0	0	3	10	15	5	10	60	100
3	UC-TMS(F)-603	Marketing of Financial Services	4	20%*	4	0	0	3	10	15	5	10	60	100
4	UC-TMS(F)-604	Indirect Taxes	4	20%*	4	0	0	3	10	15	5	10	60	100
5	UC-TMS(F)-605	International Finance	4	20%*	4	0	0	3	10	15	5	10	60	100
6	UC-TMS(F)-606	Financial Accounting	4	20%*	4	0	0	3	10	15	5	10	60	100
7	UC-TMS(M)-607	International Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100

8	UC-TMS(M)-608	Corporate Communication & Public Relations	4	20%*	4	0	0	3	10	15	5	10	60	100
9	UC-TMS(M)-609	E-Commerce & Digital Marketing – II	4	20%*	4	0	0	3	10	15	5	10	60	100
10	UC-TMS(M)-610	Strategic Brand Management	4	20%*	4	0	0	3	10	15	5	10	60	100
11	UC-TMS(M)-611	Retail Management	4	20%*	4	0	0	3	10	15	5	10	60	100
12	UC-TMS(M)-612	Industrial Marketing	4	20%*	4	0	0	3	10	15	5	10	60	100
13	UC-TMS(H)-613	HRM in Global Prospective	4	20%*	4	0	0	3	10	15	5	10	60	100
14	UC-TMS(H)-614	Legislation in HR	4	20%*	4	0	0	3	10	15	5	10	60	100
15	UC-TMS(H)-615	Leadership & Managerial Effectiveness	4	20%*	4	0	0	3	10	15	5	10	60	100
16	UC-TMS(H)-616	HRM in Service Sector Management	4	20%*	4	0	0	3	10	15	5	10	60	100

17	UC-TMS (H) – 617	Workforce Diversity	4	2 0 % *	4	0	0	3	10	15	5	10	60	100
18	UC-TMS (H) - 618	HR Analytics	4	2 0 % *	4	0	0	3	10	15	5	10	60	100
19	UC-TMS- (R)- 619	Industrial Marketing	4	2 0 % *	4	0	0	3	10	15	5	10	60	100
20	UC-TMS- (R)- 620	E-Commerce & Digital Marketing	4	2 0 % *	4	0	0	3	10	15	5	10	60	100
21	UC-TMS- (R)- 621	Strategic Brand Management	4	2 0 % *	4	0	0	3	10	15	5	10	60	100
22	UC-TMS- (R)- 622	Marketing of Financial Services	4	2 0 % *	4	0	0	3	10	15	5	10	60	100
23	UC-TMS- (R)- 623	Indirect Tax	4	2 0 % *	4	0	0	3	10	15	5	10	60	100
24	UC-TMS- (R)- 624	Leadership & Managerial	4	2 0 % *	4	0	0	3	10	15	5	10	60	100

		Effectiveness												
25	UC-TMS-(C)- 625	Operations Research	4	2 0 % *	4	0	0	4	10	15	5	10	60	100
26	UC-TMS-(C)- 625	Research Project	4	2 0 % *	4	0	0	4	10	15	5	10	60	100
Total Hours /Credit								20**	Total Marks					600

SL: Self Learning , L: Lecture , T: Tutorials, SLE – Self Learning evaluation , CT – Commutative Test , AP – Active Participation , SEE – Semester End Examination , TA – Teacher Assessment

* One to two lectures to be taken for CONTINUOUS self-learning evaluation.

** Students have to choose any one group from Finance, Marketing and Human Resource. And from each group they have to choose any 2 subjects from that respective group.

Total number of subjects in Semester VI will be six (6). (comprising of 4 electives, 1 core & Research project)

Second Year Semester – VI Units – Topics – Teaching Hours

S. N	Subject Code	Subject Unit Title		Lect ures	Total No. of lectures	Cre dit	Total Marks
1	UC-TMS(F)-601	1	Financial Planning Process & Investor Psychology	15	60	3	100 (60+40)
		2	Personal Financial Statement Analysis	15			
		3	Financial Mathematics, Retirement and Insurance Planning	15			
		4	Tax , Estate Planning	15			
2	UC-TMS(F)-602	1	Dividend Decisions and XBRL	15	60	3	100 (60+40)
		2	Start up Finance	15			
		3	Capital Budgeting and Capital Rationing	15			
		4	Financial Management in Banking sector and corporate restructuring	15			
3	UC-TMS(F)-603	1	Foundation of services marketing	15	60	3	100 (60+40)
		2	Services Market Segmentation & Positioning	15			
		3	Managing Services	15			
		4	Service Quality and Managing Customer Satisfaction	15			
4	UC-TMS(F)-604	1	Introduction	10	60	3	100 (60+40)
		2	Levy and Collection of Tax	20			
		3	Time place and value of supply	15			
		4	Input Tax credit and payment of tax and registration under GST	15			

5	UC- TMS(F)- 605	1	Introduction to International Finance	15	60	3	100 (60+40)
		2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15			
		3	World Financial Markets with Various Risk & Institutions	15			
		4	Taxation System and Legal Aspects	15			
6	UC- TMS(F)- 606	1	Preparation of Financial Accounts of Companies	15	60	3	100 (60+40)
		2	Underwriting of shares and debentures	15			
		3	Accounting of transactions of foreign currency	15			
		4	Investment accounting (w.r.t. Accounting Standard 13)	15			
7	UC- TMS(M)- 607	1	Introduction to International Marketing & Trade	15	60	3	100 (60+40)
		2	International Marketing Environment and Marketing Research	15			
		3	International Marketing Mix	15			
		4	Developments in International Marketing	15			
8	UC- TMS(M)- 608	1	Understanding PR & CC	15	60	3	100 (60 +40)
		2	Introduction to Corporate Communication	15			
		3	PR Process and Practice	15			
		4	Corporate Communication and PR Applications	15			
9	UC- TMS(M)- 609	1	Introduction to Digital Marketing	15	60	3	100 (60+40)
		2	Introduction to Social Media Marketing	15			
		3	Social Media Platforms as a Marketing Tool	15			

		4	Online Reputation Management	15			
10	UC-TMS(M)-610	1	Introduction to Brand Management	15	60	3	100 (60+40)
		2	Planning and Implementing Brand Marketing Programs; Luxury Brands	15			
		3	Measuring and Interpreting Brand Performance	15			
		4	Growing and Sustaining Brand Equity	15			
11	UC-TMS(M)-611	1	Retail Management- An overview	15	60	3	100 (60+40)
		2	Retail Consumer and Retail Strategy	15			
		3	Merchandise Management and Pricing	15			
		4	Managing and Sustaining Retail	15			
12	UC-TMS(M)-612	1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour	15	60	3	100 (60+40)
		2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market	15			
		3	Industrial Marketing Mix	15			
		4	Emerging Trends in Industrial Marketing	15			
13	UC-TMS(H) -613	1	International HRM – An Overview	15	60	3	100 (60+40)
		2	Global HRM Functions	15			
		3	Managing Expatriation and Repatriation	15			
		4	Trends and Challenges in International HRM	15			
14	UC-TMS(H) -614	1	Industrial Relations- An overview	15	60	3	100 (60+40)
		2	Labor Legislation	15			
		3	Workers Participation in Management-	15			
		4	Social Security Labour Legislation	15			

15	UC-TMS (H) -615	1	Leadership	15	60	3	100 (60+40)
		2	Leadership in 21 st Century	15			
		3	The Concept of Managerial Effectiveness	15			
		4	Role of Intelligence in Leadership and Managerial effectiveness	15			
16	UC-TMS (H) -616	1	Service Sector Management	15	60	3	100 (60+40)
		2	Managing Human Element in Service Sector	15			
		3	Issues and Challenges of HR in Service Sector	15			
		4	Implementation of HR Functions in the Service Sector	15			
17	UC-TMS (H) -617	1	Workforce Diversity – An Overview	15	60	3	100 (60+40)
		2	Workforce Diversity and HRM Functions	15			
		3	Strategies to Manage Diversity	15			
		4	Issues in Managing Diversity and Recent Trends	15			
18	UC-TMS (H) -618	1	Introduction to HR Analytics	15	60	3	100 (60+40)
		2	HR Practices and Benchmarking	15			
		3	Talent analytics	15			
		4	Collaboration analytics and Employee well being	15			
19	UC-TMS- (R)- 619	1	Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour	15	60	3	100 (60+40)
		2	Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market	15			
		3	Industrial Marketing Mix	15			

		4	Emerging Trends in Industrial Marketing	15			
20	UC-TMS-(R)- 620	1	Introduction to E- Commerce	15	60	3	100 (60+40)
		2	E-Business & Applications	15			
		3	Payment, Security, Privacy & Legal Issues in E-Commerce	15			
		4	Future of E- Commerce Business	15			
21	UC-TMS-(R)- 621	1	Introduction to Brand Management	15	60	3	100 (60+40)
		2	Planning and Implementing Brand Marketing Programs; Luxury Brands	15			
		3	Measuring and Interpreting Brand Performance	15			
		4	Growing and Sustaining Brand Equity	15			
22	UC-TMS-(R)- 622	1	Foundation of services marketing	15	60	3	100 (60+40)
		2	Services Market Segmentation & Positioning	15			
		3	Managing Services	15			
		4	Service Quality and Managing Customer Satisfaction	15			
23	UC-TMS-(R)- 623	1	Introduction	15	60	3	100 (60+40)
		2	Levy & Collection of Tax	15			
		3	Time, Place and Value of Supply	15			
		4	Input Tax Credit & Payment of Tax and Registration under GST	15			
24	UC-TMS-(R)- 624	1	Leadership	15	60	3	100
		2	Leadership in 21 st Century	15			

		3	The Concept of Managerial Effectiveness	15			(60+40)
		4	Role of Intelligence in Leadership and Managerial effectiveness	15			
25	UC-TMS-(C)- 625	1	Introduction to Operations Research and Linear Programming	15	60	4	100 (60+40)
		2	Assignment and Transportation Models	15			
		3	Network Analysis	15			
		4	Job Sequencing and Theory of Games	15			
26	UC-TMS-(C)- 626		Research Project	15	60	4	100 (60+40)
			Total			20**	600

- **Lecture Duration – 48 Minutes = 0 .80 Hours. (48 Lectures equivalent to 48 hours)**

- **1 Credit =16 hours**

** Students have to choose any one group from Finance, Marketing, Human Resource & Real Estate. And they have to choose any 4 subjects from that respective group.

Total number of subjects in Semester VI will be seven (6). (comprising of 4 electives, 1 core & Research Project)

Part 4-Detailed Scheme

Curriculum Topics along with Self Learning Topics- To be covered through Self learning mode along with the respective Units. Evaluation of self learning topics to be undertaken before the concluding lectures instruction of respective units.

Finance Electives

Personal Financial Planning UC-TMS(F)-601

Learning Outcomes:

- The students will be able to carry out the Personal Financial Planning activity, its process and its calculations.
- The students will understand Personal debt management and its various components

UC-TMS(F)-601

Sr. no.	Modules/ Units	No. of Lectures
1	Financial Planning Process & Investor Psychology	15
	1.1 Introduction to Financial Planning 1.2 Process of Financial Planning 1.3 Financial Values and Strategies <ul style="list-style-type: none">• Values Define Your Financial Success• Financial Goals Follow from Your Values• Financial Strategies Guide Your Financial Success 1.4 Goals : life protection, capital protection, growth and inflation protection	
2	Personal Financial Statement Analysis	15
	2.1 Cash inflows and outflows 2.2 Income and expenditure statement 2.3 Budgeting and forecasting 2.4 Monitoring budgets and provisions for savings v. Personal Balance sheet and Net Worth	

	2.5 Calculation of Returns-Nominal Rate of Return, Effective Rate of Return, Internal Rate of Return, and Compounded Annual Growth rate (CAGR), Real Rate of Return, Rate of Return after adjusting taxes, Analysis of Return.	
3	Financial Mathematics, Retirement and Insurance Planning	15
	3.1 Risk return relationship 3.2 Personal debt management : CIBIL score, Loan Calculations & Amortization (Excel-loan amortization template) 3.3 Retirement Planning 3.4 Insurance Planning: health insurance, term insurance, ULIP and traditional plans, motor insurance, home insurance	
4	Tax , Estate Planning	
	4.1 Tax planning wrt sec 10 , 24, Capital gains, dividend tax, sec 80 4.2 Estate planning 4.3 Case Studies	

Self-Learning topics (Unit wise)

Sr. No	Topic
1	Investment Planning
2	Risk and Return Relationship
3	Financial ratios
4	Insurance Planning

Online Resources

<https://www.youtube.com/watch?v=LLdKcFpHgM8>

<https://www.youtube.com/watch?v=C49nSjzg1iw>

<https://www.youtube.com/watch?v=XYkwa1D1AC4>

References:

- The only Financial Planning Book that you will ever need: Amar Pandit: TV 18 Broadcast Ltd (CNBC TV18)
- How to be your own financial planner: Manish Chauhan : TV 18 Broadcast Ltd (CNBC TV18)

Strategic Financial Management UC-TMS(F)-602

Learning Outcomes:

- To match the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability
- Changing scenario in Banking Sector and the inclination of learners towards choosing banking as a career option has made study of financial management in banking sector inevitable
- To acquaint learners with contemporary issues related to financial management

UC-TMS(F)-602

Unit	Content	No. of Lectures
1	Dividend Decision and XBRL 1.1 Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy 1.2 XBRL: Introduction, Advantages and Disadvantages, Features and Users	05
2	Startup Finance 2.1 Introduction to Startup Finance 2.2 Pitch Presentation 2.3 Sources of Funding 2.4 Startup Financing through Venture Capital Financing 2.5 Innovative ways to Finance a Startup	10

3	<p>Capital Budgeting and Capital Rationing</p> <p>3.1 Capital Budgeting: Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.</p> <p>3.2 Capital Rationing: Meaning, Advantages, Disadvantages, Practical Problems</p>	30
4	<p>Financial Management in Banking Sector and Corporate Restructuring</p> <p>4.1 Financial Management in Banking Sector: An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances</p> <p>4.2 Corporate Restructuring: Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	2.3	Sources of Funding
2	4.1	Financial Management in Banking Sector

Online Resources

<http://www.fao.org/3/w4343e/w4343e08.htm>

Reference Books

- Paramasivan & T. Subramanian, Financial Management
- IM Pandey, Financial Management
- Ravi Kishor, Financial Management
- Khan & Jain, Financial Management
- Van Horne & Wachowiz, Fundamentals of Financial Management
- Prasanna Chandra, Strategic Financial Management

Marketing of Financial Services UC-TMS(F)-603

Learning Outcomes:

- Students will also have a deeper appreciation of the challenges facing financial services consumers in decision-making.
- The course guides students through the financial services marketing environment, key elements of the financial services marketing mix, understanding decision-making and managing customer relationships.

UC-TMS(F)-603

Unit	Contents	No. of Lectures
1	<p>Foundation of services marketing</p> <p>1.1 Introduction – The services concept – Service Industry – Nature of Service, Characteristics of Services, Classification of Services – Importance of Services Marketing</p> <p>1.2 The Growth in Services – Global and Indian Scenario, Retail Financial Services: Investment Services – Insurance Services, Credit Services – Dimensions and drivers, Institutional Financial Service</p> <p>1.3 Distinctive Characteristics of Services _ Four I’s of Services – Intangibility, Inconsistency, Inseparability and Inventory, Managing Service Encounters.</p>	15
2	<p>Services Market Segmentation & Positioning</p> <p>2.1 Services Market Segmentation</p> <p>2.2 Positioning and Differentiation of Services, Promotion and Communication – Designing and Managing Service Processes, Constructing and Service Environment – Managing People for Service Advantage</p>	15
3	<p>Managing Services</p> <p>3.1 Issues in Marketing of Services – Extended Services Marketing Mix : Going Beyond the 4 Ps. (7Ps of Services Marketing).</p>	15

	<p>3.2 Service Delivery Process – Service Blueprints - Service Mapping – Managing Employees for service orientation.</p> <p>3.3 Distribution Strategies of Services – Challenges in Distribution of Services. Personal Selling – Advertising and Sales Promotion in Service Industry.</p> <p>3.4 Designing and Managing Service Processes, Constructing and Service Environment – Managing People for Service Advantage</p>	
4	<p>Service Quality and Managing Customer Satisfaction</p> <p>4.1 Service Quality and Productivity – Customer Relationship Management Customer Loyalty. Key Quality dimensions for services</p> <p>4.2 Customer Satisfaction & Service Quality in Service Marketing – Service Encounter – Role of HR & Internal Marketing – Monitoring and Measuring customer satisfaction</p> <p>4.3 GAP Model – Handling complaints effectively – Service Failure – Recovery,</p> <p>4.4 Use of Internet in Service Marketing, Role of IT in marketing Financial Services</p> <p>4.5 Ethics in Service Marketing, Moral and Ethical issues in Financial Services Marketing Practices</p> <p>4.6 New trends in marketing, Marketing in 21st Century, Marketing through social networking channels, Role of Technology in Financial Services</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	The services concept
2	Service Encounters; High Contact & Low-Contact Services
3	Defining Productivity – Improving Productivity

Online Resources

<https://nptel.ac.in/courses/110107142>

<https://archive.nptel.ac.in/courses/110/105/110105078/>

<https://iimbx.iimb.ac.in/catalog/servicesmarketing/>

Reference Books

1. Media Planning and Buying: Principles and Practice in the Indian Context (Arpita Menon) 1. Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective, Pearson Education, 7th Edition
3. Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011
4. Harsh V. Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition
5. K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011
6. C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008

Indirect Tax UC-TMS(F)-604

Learning Outcomes:

- 1) Learners will be able to understand the basic concepts, definitions and the scope of the act.
- 2) Learners shall possess the knowledge of theoretical as well as practical aspects of various procedures and provisions under the act.
- 3) The learner shall be able to understand various schemes and exemptions available under the act.
- 4) Learners shall be acquainted with the process of Registration, calculation and payment under GST.

UC-TMS(F)-604

Unit	Content	No. of Lectures
1	Introduction 1.1. What is GST 1.2. Need for GST 1.3. Dual GST Model 1.4. Definitions Section 2(17) Business Section 2(13) Consideration	15

	<p>Section 2(45) Electronic Commerce</p> <p>OperatorSection 2(52) Goods</p> <p>Section 2(56) India</p> <p>Section2 (78) Non taxable</p> <p>SupplySection 2(84)</p> <p>Person</p> <p>Section 2(90)</p> <p>Principal Supply</p> <p>Section 2(93)</p> <p>Recipient Section</p> <p>2(98) Reverse charge</p> <p>Section 2(102)</p> <p>Services</p> <p>Section 2(105)</p> <p>Supplier Section</p> <p>2(107) Taxable Person</p> <p>Section 2(108) Taxable</p> <p>Supply</p> <p>1.5.Goods & Services Tax Network (GSTN)</p>	
2	<p>Levy & Collection of Tax</p> <p>2.1 Scope of Supply</p> <p>2.2 Non - taxable Supplies</p> <p>2.3 Composite and Mixed Supplies</p> <p>2.4 Composition Levy</p> <p>2.5 Levy and Collection of tax</p> <p>2.6 Exemption from tax</p>	15
3	<p>Time, Place and Value of Supply</p> <p>3.1. Time of Supply</p> <p>3.2 Place of Supply</p> <p>3.3 Value of Supply</p>	15
4	<p>Input Tax Credit & Payment of Tax and Registration under GST</p> <p>4.1 Eligibility for taking Input Tax Credit</p> <p>4.2 Input Tax Credit in Special Circumstances</p> <p>4.3 Computation of Tax Liability and payment of tax</p> <p>4.4 Persons not liable registration</p> <p>4.5 Compulsory registration</p>	15

	4.6 Procedure for registration 4.7 Deemed registration 4.8 Cancellation of registration	
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Self-Learning topics (Unit wise)

Sr. No	Sub Unit	Topics
1	2.2	Non Taxable Supplies
2	2.4	Composition Levy
3	2.6	Exemption from Tax

Online Resources

https://www.cbic.gov.in/resources/htdocs-cbec/gst/51_GST_Flyer_Chapter24.pdf
https://taxguru.in/goods-and-service-tax/taxable-supply-vis-vis-activities-taxable-supply.html
https://cbic-gst.gov.in/faq.html
https://cbic-gst.gov.in/pdf/faq-manual/faq-composition-levy-revised.pdf
https://www.cbic.gov.in/htdocs-cbec/gst/Composition%20Levy%20Scheme.pdf
https://tax2win.in/guide/gst-exemption

Reference Books

- 1) *Direct & Indirect Taxation by Ainapure, Manan Prakashan*
- 2) *Direct & Indirect Taxation(Goods & Service Tax), Sheth Publication*
- 3) *GST Bare Act 2017*
- 4) *GST Law & Practice - V.S Datey*
- 5) *GST Laws – National Academy of Customs, Indirect Tax*

International Finance UC-TMS(F)-605

Learning outcomes

- **The students will learn about the importance of International Finance**
- Students will get an understanding of International Equity Markets and its Benchmarks

UC-TMS(F)-605

Unit	Content	No. of Lectures
1.	<p>Introduction to International Finance :</p> <p>1.1 Meaning / Importance , Scope , Globalization of the World Economy , Goals of International Finance , Structure and participants of the global financial system , Functioning of the global financial system in the globalization process , The Emerging Challenges in International Finance , Evolution of International Monetary System , Gold Standard System , Bretton Woods System , Current Exchange Rate Arrangements , issues involved in overseas funding choices.</p> <p>1.2 Balance of Payment : Introduction to Balance of Payments, Component, Reporting , surplus & deficits .</p> <p>1.3 International Financial Institutions : International Monetary Fund , World Bank .International credit rating agencies. IFSCA-Regulator and Role Of Gift City.</p>	15
2.	<p>Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives</p> <p>2.1 Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>2.2 International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</p> <p>2.3 Currency & Interest Rate Futures: Introduction to Currency Options</p>	15

	(Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India	
3	<p>World Financial Markets with Various Risk & Institutions</p> <p>3.1 Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Control & Regulation of Euro Bond Market</p> <p>3.2 International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</p> <p>3.3 International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, Foreign exchange Risks, Risks of making decisions about foreign direct investment, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market. Current Practice of IFC in developing countries and its future implication</p>	15
4	<p>Taxation System and Legal Aspects:</p> <p>4.1 Taxation Systems and Legal Aspects : International double taxation and the ways of its regulation, Tax evasion. Transfer Pricing</p> <p>4.2 Definition of Money Laundering, organization of money laundering procedure : stages and methods, Monitoring, International cooperation in dealing with money laundering : the establishment of legal framework, The functions and activity of the FATF.</p> <p>4.3 International Receivables and cash management, International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S) on foreign transactions, Foreign Exchange Trade Settlement in India, SWIFT, CHIPS, CHAPS</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Introduction to International Finance
2	2	Foreign Exchange Markets
3	3	World Financial Markets
4	4	Taxation System and Legal Aspects

Online Resources

https://www.youtube.com/watch?v=yFl1z_SCrXQ&list=PL-uRhZ_p-BM5OwNpul6krXG957-6tt2W6 <https://www.youtube.com/watch?v=90xWlhPoaGg>
https://www.youtube.com/watch?v=6_1nBmnTYgw
<https://www.youtube.com/watch?v=zM0j1MBK6Hk>

References

1. International Finance by Rajiv Srivastav , Oxford University Press
2. International Financial Management by P.G. Apte 2010 Ed .
3. International Financial Management by Vyuptakesh Sharan
4. International Financial Management by S.P. Srinivasan
5. Foreign Exchange , International Finance , Risk Management by A.V. Rajwade
6. Currency Exposures and Derivatives by A.V Rajwade
7. International Finance , by Maurice Levi , 5th edition , Mc Graw Hill
8. International Financial Management by Jeff Madura ; 2008 , Cengage Learning
9. International Financial Management by Eun and Resnick , 4th edition Tata McGraw Hill
10. International Economics by Carbaugh 11th Edition , Cengage Learning .

11. Paul R Krugman and Maurice Obstfeld , " International Economics ' , 8th edition

12. Multinational Financial Management by Alan Shapiro , 9th Ed , Wiley

Financial Accounting UC-TMS(F)-606

Learning Outcomes:

This helps students in preparing the final accounts of companies, gain the knowledge of underwriting commission of shares and debentures, accounting of foreign transactions.

UC-TMS(F)-606

Unit	Content	No. of Lectures
1	Preparation of Final Accounts of Companies 1.1 Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement) 1.2 Preparation of financial statements as per Companies Act (excluding cash flow statement) 1.3 AS 1 in relation to final accounts of companies (disclosure of accounting policies)	15
2	Underwriting of Shares & Debentures 2.1 Introduction, Underwriting, Underwriting Commission 2.2 Provision of Companies Act with respect to Payment of underwriting commission 2.3 Underwriters, Sub-Underwriters, Brokers and Manager to Issues 2.4 Types of underwriting, Abatement Clause 2.5 Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems	15
3	Accounting of Transactions of Foreign Currency 3.1 In relation to purchase and sale of goods, services, assets, loan and credit transactions. 3.2 Computation and treatment of exchange rate differences	15

4	Investment Accounting (w.r.t. Accounting Standard- 13) 4.1 For shares (variable income bearing securities) 4.2 For Debentures/Preference shares (fixed income bearing securities) 4.3 Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). 4.4 Columnar format for investment account.	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	2	Underwriting of Shares and Debentures

Online Resources:

www.icai.org
https://icmai.in/upload/Students/Syllabus2016/Workbook/Paper12.pdf

Reference Books

- Ashish K. Bhattacharyya – “Financial Accounting for Business Managers”, Prentice Hall of India Pvt. Ltd.
- Shashi K. Gupta – “Contemporary Issues in Accounting”, Kalyani Publishers.
- R. Narayanaswamy – “Financial Accounting”, Prentice Hall of India, New Delhi
- Ashok Sehgal – “Fundamentals of Financial Accounting”, Taxmann’s Publishers
- Financial Accounting Reporting – Barry Elliot and Jamie Elliot – Prentice Hall (14th Edition)

Marketing Electives

INTERNATIONAL MARKETING UC-TMS(M)-607

Learning Outcomes

1. Develop an understanding of and an appreciation for basic international marketing concepts, theories, principles, and terminology.
2. Demonstrating an awareness and knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.
3. Identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.
4. Developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.

UC-TMS(M)-607

Unit	Content	No. of Lectures
1	<p>Introduction to International Marketing & Trade</p> <p>1.1 Nature, Scope, Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Global Competition and National Competitive Advantage Exporting, International Trade and International Business, and Challenge of International Marketing International Business, International Marketing Management Process an Overview.</p> <p>1.2 Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing,</p> <p>1.3 Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic</p>	15

	<p>Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization</p> <p>1.4 Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC</p>	
2	<p>International Marketing Environment and Marketing Research</p> <p>2.1 International Marketing Environment: Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union); Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License; Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE’s Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism)</p> <p>2.2 Marketing Research: Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research, Management Information Systems, and Big Data for International Marketing</p>	15
3	<p>International Marketing Mix</p> <p>3.1 International Product Decision- International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning</p>	15

	<p>3.2 Market Selection and Entry Modes Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up a wholly-owned subsidiary. Product in an international context, Standardization vs. adoption decision, other considerations; Packaging, IIP, branding after-sales services, ISO 9001:2000 quality system standard.</p> <p>International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing</p> <p>3.3 Factors influencing price, pricing methods and processes, price quotations and related considerations. Pricing for International Markets.</p> <p>3.4 International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing</p> <p>3.5 Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel d) International Promotion Decisions , Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions</p> <p>3.6 Concept of International Promotion Decision - Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness ; Standardization V/S Adaptation of International Promotional Strategies</p> <p>3.7 International Promotional Tools/Elements in Modern Era</p>	
4	Developments in International Marketing	15

	<p>4.1 Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organizational Design, Controlling International Marketing Operations, Devising International Marketing Plan</p> <p>4.2 International strategies: Need for International Strategies, Types of International Strategies</p> <p>4.3 International Marketing of Services- Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Meaning, Features of International Marketing, Need and Drivers of International Marketing,
2	3	International Promotional Tools/Elements
3		International strategies: Need for International Strategies, Types of International Strategies

Online Resources

https://onlinecourses.nptel.ac.in/noc22_mg50/preview
https://www.youtube.com/watch?v=HRhxX1548EU
https://onlinecourses.nptel.ac.in/noc20_mg25/preview

Reference Books

- Cateroa, R, Phillip, International Marketing, Tata McGraw Hill,2006

- Vern Terpestra, International Marketing, Cengage Learning,2010
- RC Varshney and B.Bhattacharya, International Marketing- Indian Perspective, Sultan chand& Sons New Delhi,2006
- Fayerweather, J, International Marketing Management, Sage Publication,2006
- Jain Subhash, International Marketing Management, Cengage Learning,2005

Corporate Communication & Public Relations UC-TMS(M)-608

Learning Outcome:

- To provide the students with basic understanding of the concept of corporate communication and Public Relations’
- To introduce the various elements of corporate communication and consider their roles in managing organization
- To examine how various elements of corporate communication must be coordinated to communicate effectively
- To develop critical understanding of different practices associated with corporate communication.

UC-TMS(M)-608

Sr. No	Contents	No. of Lectures
1	<p>Understanding PR & CC</p> <p>1.1 PR –Concepts, Definitions and Theory</p> <p>1.2 Brief History of Public Relations and Emergence of Corporate Communication - The Historical Links.</p> <p>1.3 The Evolution of PR- The Pioneers and their Works (Ivy Lee and Edward Burney)</p> <p>1.4 Theoretical Underpinnings in PR – JM Grunig’s Model of Symmetrical PR, Situational Theories, Structural-Functional Theory</p>	15

	<p>1.5 Understanding Various Concepts, viz., Press Agency, Publicity, Propaganda and Advertising, Corporate Image Management , Corporate Identity</p> <p>1.6 Defining Publics/Stakeholders</p>	
2	<p>Introduction to Corporate Communication</p> <p>2.1 Defining Corporate Communication. Why Corporate Communication is Important?</p> <p>2.2 Defining and Segmenting Stakeholders in Corporate Communication</p> <p>2.3 Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications</p> <p>2.4 Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations (Press Kits, Developing Media Linkages, Press Releases- Announcements, Major Announcements, Trend Press Releases, Feature Study Releases, Video News Releases, Webcasts).</p> <p>2.5 Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building</p> <p>2.6 Corporate Advertising</p> <p>2.7 Financial Markets and Communication</p> <p>2.8 Investor Relations</p>	15
3	<p>PR Process and Practice</p> <p>3.1 The PR Process: Defining the Problem, Why it is Problem, the Strategy, Media Selection, Feedback and Evaluation; Case Studies</p> <p>3.2 Tools of PR: Media Relations (Organizing Press Conferences/Meets, Press Releases/Communiqué/ Briefs, Rejoinders etc.) and Media Relations management (Selection of Media and Reaching out to its various Publics)</p> <p>3.3 The Public Relations Environment: Trends, Consequences, Growth and Power of Public Opinion</p> <p>3.4 Political PR, PR vs Spin , Sports PR , Entertainment and Celebrity Management</p>	15

	<p>3.5 PR and Writing: Printed Literature, Newsletters, Position Papers/Opinion Papers and White Papers and Blogs.</p> <p>3.6 PR's Evolving Role in Business, Government, Politics, NGOs and Industry Associations</p> <p>3.7 Research in PR</p> <p>3.8 Campaign Planning in PR</p>	
4	<p>Corporate Communication and PR Applications</p> <p>4.1 Public Affairs/Government Relations/Advocacy/ Lobbying</p> <p>4.2 Emerging Technology in Corporate Communication and Public Relations: new media, web conferencing, RSS</p> <p>4.3 Corporate Blogging: introduction, types, role of corporate blogs, making a blog</p> <p>4.4 Laws & Ethics in Corporate communication and PR: Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI</p> <p>4.5 Case Studies</p>	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	PR –Concepts, Definitions and Theory
2	Defining Corporate Communication. Why Corporate Communication is Important?
3	The Public Relations Environment: Trends, Consequences, Growth and Power of Public Opinion

Online Resources

https://onlinecourses.swayam2.ac.in/nou21_ge02/preview

<https://nptel.ac.in/courses/110105052>

References:

- ABELON DANIEL: Communication in the corporate environment (NJ, Prentice hall, 1986)
- JETHWANEY J & SARKAR N N: Public Relations Management (ND, Sterling, 2009)
- JETHWANEY JAISHRI: Corporate communication, 2010
- SANDRA C DUHE: New media and public relations (Peter Lang, 2007)
- SMITH D. RONALD: Strategic Planning for Public Relations (4 Edition)(Routledge New York, 2013)
- TOM WATSON: Evaluating public relations, 2005
- ULMER ROBERT R: Effective Crisis Communication, 2011

JOURNALS

Journal of Public Relations, PR Quarterly, Public Relations review PR Strategist

MAGAZINES/NEWSPAPERS

Business India

Business World

Business Today

The Business Standard,

The Economic Times

The Financial Express

Pitch

USP Age

E-COMMERCE AND DIGITAL MARKETING -II UC-TMS(M)-609

Learning Outcome

1. Students will be able to Understand the basic concepts of E-Commerce and Social Media Marketing.
2. Describe about the anatomy of Digital and Social media marketing application.

3. Enable the students to understand the practical application of Social-media.

UC-TMS(M)-609

Sr. No	Contents	No. of Lectures
1	<p>Introduction to Digital Marketing</p> <p>1.1 Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.</p> <p>1.2 Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts, MEM.</p> <p>1.3 Digital Marketing on various Social Media platforms.</p> <p>1.4 Online Advertisement, Online Marketing Research, Online PR</p> <p>1.5 Web Analytics</p> <p>1.6 Promoting Web Traffic</p> <p>1.7 Latest developments and Strategies in Digital Marketing.</p>	15
2	<p>Introduction to Social Media Marketing</p> <p>2.1 Introduction of Social Media Marketing</p> <p>2.2 Types of Social Media Marketing</p> <p>2.3 Importance and Characteristics of Social Media Marketing</p> <p>2.4 Pros and Cons of Social Media Marketing</p> <p>2.5 Developing Strategy for Social Media Marketing Plan</p> <p>2.6 Plotting and Segmenting a Social Media Marketing Strategy and Case Studies</p>	15
3	<p>Social Media Platforms as a Marketing Tool</p> <p>3.1 Facebook as a Marketing Tool: Facebook Account and Page Creation, Branding with Facebook Pages, examining components of Facebook page, using as a marketing tool, creating a Content Strategy, Brand Story on Facebook, Effective ways of Selling on Facebook, using closed or Secret Groups, Creating paid Facebook Ads, Measure Ad's ROI, Case Studies</p>	15

	<p>3.2 Instagram for Marketing: How to create a Profile on Instagram, Merits and Demerits of Instagram, promoting your brand through Instagram, using it as a marketing tool, Case Studies</p> <p>3.3 LinkedIn for Marketing: Creating a LinkedIn page, Pros and Cons, Understanding Endorsements and Testimonials, promoting your Business with LinkedIn, Selling and Promoting with LinkedIn Showcase Pages, Using LinkedIn Groups and Growing a Community, Promoting LinkedIn Posts with other Social Channels</p> <p>3.4 Twitter for Marketing: Introduction, researching brands on Twitter and Communication on Twitter, Using Twitter Etiquettes, Customizing Twitter Profile Page, Pinning Tweets and Use of Hashtag effectively</p>	
4	<p>Online Reputation Management</p> <p>4.1 Introduction, Needs and benefits of Online Reputation Management (ORM)</p> <p>4.2 ORM Cases</p> <p>4.3 Techniques to create Online Reputation</p> <p>4.4 Overcoming Online Negative Reputation</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.1	Introduction to Digital Marketing, Advantages and Limitations
2	2.2	Types of Social Media Marketing
3	3.2	How to Create a Profile on Instagram

Online Resources

<https://www.youtube.com/watch?v=3uaF6sn4ZpQ&t=2s> (Google Digital Garage)

<https://www.youtube.com/watch?v=AH5B6eZ1AZg>

<https://www.youtube.com/watch?v=E1BVuRs8aV0> (Instagram Profile)

Reference Books

1. Digital Marketing: Strategies for Online Success (Godfrey Parkin)
2. The Social Media Handbook (Adam Brooks)

STRATEGIC BRAND MANAGEMENT UC-TMS(M)-610

Learning Outcomes:

- To understand the meaning and significance of Brand Management
- Design and develop the branding process.
- To understand the concept of luxury and its branding aspects
- Get an overview of the luxury market
- To evaluate the brand strength and stature for a company
- To create brand hierarchy for an established as well as entrepreneurial venture

UC-TMS(M)-610

Unit	Content	No. of Lectures
1	Introduction to Brand Management 1.1 Meaning of Brand, Branding, Brand Management, 1.2 Importance of Branding to Consumers, Firms, 1.3 Brands v/s Products, 1.4 Scope of Branding, 1.5 Branding Challenges and Opportunities, 1.6 Strategic Brand Management Process, 1.7 Customer Based Brand Equity model (CBBE) - Building Global CBBE 1.8 Sources of Brand Equity, 1.9 Steps of Brand Building including Brand Building Blocks, 1.10 Brand Positioning: Meaning, Importance, Basis	15
2	Planning and Implementing Brand Marketing Programs; Luxury Brands 2.1 Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements	15

	<p>2.2 Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.</p> <p>2.3 Luxury Brands: Introduction, Meaning, Consumer Behavior and Segmentation</p> <p>2.4 Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing</p>	
3	<p>Measuring and Interpreting Brand Performance</p> <p>3.1 The Brand Value Chain</p> <p>3.2 Measuring Sources of Brand Equity: Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ; Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses</p> <p>3.3 Young and Rubicam's Brand Asset Valuator</p> <p>3.4 Measuring Outcomes of Brand Equity - Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</p> <p>3.5 Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology</p>	15
4	<p>Growing and Sustaining Brand Equity</p> <p>4.1 Designing & Implementing Branding Strategies:</p> <p>Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy,</p> <p>Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels,</p> <p>Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing</p> <p>4.2 Brand Extensions:</p> <p>Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</p>	15

	4.3 Managing Brands over Time: Reinforcing Brands, Revitalizing Brands	
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Self-Learning topics (Unit wise):

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

Online Resources

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

REFERENCE BOOKS:

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

Retail Management UC-TMS(M)-611

Learning Outcomes:

- To understand the meaning and significance of Retail Management

- Design and develop the retail functions and operations.
- To understand the concept of market research and its importance in retail.
- Get an overview of the merchandising and pricing strategies used in retail.
- To understand the various store possibilities and layouts for better and profitable retail operations.

UC-TMS(M)-611

Unit	Content	No. of Lectures
1	<p>Retail Management- An overview</p> <p>1.1 Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</p> <p>1.2 Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Omnichannel retail, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations</p> <p>1.3 Green Retailing</p> <p>1.4 Airport Retailing</p> <p>1.5 Franchising: Meaning, Types, Advantages and Limitations, Franchising in India</p> <p>1.6 Emerging Trends in Retailing</p> <p>1.7 Impact of Globalization on Retailing</p> <p>1.8 I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</p> <p>1.9 FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</p> <p>1.10 Career options in retailing</p>	15
2	<p>Retail Consumer and Retail Strategy</p> <p>2.1 Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers,</p>	

	<p>Indian Demography of Retailers and Shoppers; Market Research as a Tool for Understanding Retail Markets and Shoppers</p> <p>2.2 Retail Strategy: Meaning, Building Retail Brand, Steps in Developing Retail Strategy, Retail Value Chain</p> <p>2.3 Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location</p> <p>2.4 HRM in Retail: Meaning, Significance, Functions</p> <p>2.5 Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store</p>	
3	<p>Merchandise Management and Pricing</p> <p>3.1 Merchandise Management: Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise</p> <p>3.2 Concept of Lifestyle Merchandising</p> <p>3.3 Private Label: Meaning, Need and Importance, Private Labels in India</p> <p>3.4 Retail Pricing: Meaning, Considerations in Setting Retail Pricing</p> <p>3.5 Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing</p> <p>3.6 Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price</p> <p>3.7 Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple –Unit Pricing</p>	

	<p>3.8 Variable Pricing by Market Segment/ Third Degree Price Discrimination</p> <p>3.9 Retail Promotion, Building Store Loyalty</p> <p>3.10 Role of Packaging in retail</p>	
4	<p>Managing and Sustaining Retail</p> <p>4.1 Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations(Systems, Standards, Stock, Space, Staff)</p> <p>4.2Store Design and Layout:</p> <p>Store Design- Meaning, Objectives, Principles, Elements of Exterior and InteriorStore Design, Store Atmospherics and Aesthetics</p> <p>Store Layout- Meaning, Types: Grid, Racetrack, Free Form</p> <p>Signage and Graphics: Meaning, Significance, Concept of Digital Signage</p> <p>Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays,End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</p> <p>4.3 Visual Merchandising and Display:</p> <p>Visual Merchandising- Meaning, Significance, Tools Used for VisualMerchandising</p> <p>The Concept of Planogram Display- Meaning, Methods of Display, Errors in Creating Display</p> <p>4.4 Mall Management</p> <p>Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management</p> <p>4.5 Legal and Ethical Aspects of Retailing</p> <p>Licenses/Permissions Required to Start Retail Store in India</p> <p>Ethical Issues in Retailing</p>	

Self-Learning topics (Unit wise):

Sr. No	Topic
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1	1.1 Franchising: Meaning, Types, Advantages and Limitations, Franchising in India
2	1.1 I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels
3	Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising

Online Resources

1. https://onlinecourses.nptel.ac.in/noc22_mg51/preview
2. https://onlinecourses.nptel.ac.in/noc20_hs81/preview
3. https://www.yourarticlelibrary.com/mall-management/mall-management-5-key-components-of-mall-management-explained/48462
4. https://factech.co.in/blog/mall-management-system
5. http://property.magicbricks.com/newproperty/img/MallMgt-low.pdf
6. https://www.indiaretailing.com/2020/01/27/shopping-centre/a-simple-key-to-success-good-mall-management

References

1. Retail Management: A strategic approach, 13th Edition, Authors: Barry Berman, Joel R Evans and Patrili Chakraborty, Publisher: Pearson Education Limited
2. Swapna Pradhan, “Retailing Management- Text & Cases”, Tata Mc Graw Hill
3. Fleming.P, “Guide To Retail Management” Jaico Publications.
4. Gopal, W, “Retail Management” ICFAI.
5. S.L.Gupta, “Retail Management”
6. Mitra, S.N., “Retail Management”, Pointer Publication, Jaipur.
7. Berry Berman & J.R. Evans, “Retail Management – A Strategic approach”, Prentice Hall of India, New Delhi.
8. Harvinder Singh, Srini R Srinivasan (2012), Mall Management: Operating in Indian Retail Space, Tata McGraw Hill Education Pvt. Ltd

9. Levy & Weitz (2011), Retailing Management (5th ed), Tata McGraw Hill, Burman & Evans(2011)
10. Retail Management-A strategic Approach (8th ed), (Pearson Education)
11. Paco Underhill (2007), Simon & Schuster, Call of the Mall

Industrial Marketing UC-TMS(M)-612

Learning Outcomes

1. Students will be able to understand the basic concepts of Industrial Marketing
2. Describe about the anatomy of performance of industries in organizations
3. Enable the students to understand the application of Industrial Marketing and Current marketing trends

UC-TMS(M)-612

Sr. No	Contents	No. of Lectures
1	<p>Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour</p> <p>1.1 Introduction to Industrial Marketing: Introduction, Definition, Features, Industrial versus Consumer marketing, Classification of Industrial products and Services</p> <p>1.2 Industrial Marketing Environment: Technological; Customer; Competitive, Legal and Economic Environment; Responsibility of industrial Marketing Manager in planning, Coordination, Execution and control</p> <p>1.3 Industrial Buying and Buying Behaviour: Procurement function; Purchase policy; Organization buying processes, Profile of Business buyers: Buying Centres; Buying Centres Roles; Buying Centre Members, Vender Analysis: Criteria for evaluating potential vendor; Vendor Rating, Models of industrial buying Behaviour; Demand in Industrial Market</p>	15
2	<p>Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market</p> <p>2.1 Industrial Marketing Research: Introduction, Classification of Industrial Marketing Research, Industrial Marketing Research Process, Role and</p>	15

	<p>Scope of Industrial Marketing Research, Advantages and limitations of Industrial Marketing Research, Role of Industrial Marketing Research in Marketing Information System and Decision Support System.</p> <p>2.2 Segmentation, Targeting and Positioning in Industrial Market: Introduction to segmentation; Criteria for market segmentation; Basis of Market segmentation, choosing the market segmentation,</p> <p>2.3 Target Market: Concept, Approaches to Target Market,</p> <p>2.4 Positioning: Concept, Objectives of positioning, Positioning of Products and services; Effective Positioning; positioning process</p>	
3	<p>Industrial Marketing Mix</p> <p>3.1 Industrial Products and New Product Development: Introduction to Industrial Products; Product Policy; Product Classification; Introduction to new product development; New industrial products; stages in new product development.</p> <p>3.2 Industrial Pricing: Introduction to industrial Pricing; Factors influencing industrial pricing decision; Types of pricing; Leasing; Bidding; Negotiation</p> <p>3.3 Industrial Marketing Communication: Advertising, Personal selling and Sales promotion: Role of advertising in B2B Market; various media options; Advertising on the internet; Using Advertising Agencies for industrial Marketers; Personal Selling in industrial Marketing; Different steps in Personal Selling; Sales promotion in industrial marketing.</p> <p>3.4 Marketing Channels and Physical Distribution of Industrial Products: Industrial marketing channels; Indirect and direct marketing channels; Importance of marketing channels; Factors affecting selection of Marketing Channels; Process of designing the channel structure: Analyzing the channel objectives, constraints, channel tasks, channel alternatives and selecting the channel, Industrial Marketing Logistics</p>	15
4	<p>Emerging Trends in Industrial Marketing</p> <p>4.1 Business Networks: Business Networks in Industrial marketing, Relationship in Business Networks, Technology and Business networks</p> <p>4.2 E-Procurement in Industrial Market: Meaning, Importance of E-procurement, Implementation of E-procurement</p>	15

	4.3 E-Commerce: Definition of E-Commerce, Advantages and disadvantages of B2B ECommerce, Role of E-Commerce in the context B2B marketer, Forms of B2B E-Commerce, Electronic Data Interchange; E-payments; E-security.	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Profile of Business buyers: Vender Analysis
2	1	Industrial Products and New Product Development
3	3	Definition of E-Commerce, Advantages and disadvantages of B2B ECommerce

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

Reference Books

- Industrial Marketing: A practices in India by S.L. Gupta, Sanjeev Bahadur, and Hitesh Gupta: Excel Books (First Edition)
- Industrial Marketing by Hory, Sankar and Mukerjee by Excel Books (First Edition)
- Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu , Lalitha R, Publisher: Jaico Book House
- Industrial Marketing by Ghosh, Publisher: Oxford University Press
- Industrial Marketing by K. K. Havaladar, Publisher: Tata McGraw-Hill Publishing Company limited

- Industrial Marketing Management by Govindarajan, Publisher: Vikas Publishing House Pvt. Ltd.
- Industrial Marketing by Phadtare M. T, Publisher: Prentice Hall of India Private Limited

Human Resource Management Electives

HR in Global Perspective UC-TMS (H) -613

Learning Outcomes

1. There will be an awareness of cross cultural sensitivities amongst students globally and hiring of staff across geographic boundaries
2. Students will understand various complexities in managing HRM functions at the global level
3. It will be helpful evaluating “best practices” across cultures
4. Identify and understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
5. Students will understand various cultural, legal and labor relations context

UC-TMS (H) -613

1.	<p>International HRM – An Overview</p> <p>1.1 International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM</p> <p>1.2 Significance of IHRM in International Business, Scope/Functions</p> <ul style="list-style-type: none"> • Difference between International HRM and Domestic HRM <p>1.3 Approaches to IHRM- EPGR- Ethnocentric, Polycentric, Regiocentric and Geocentric</p> <p>1.4 Limitations to IHRM</p> <p>1.5 Qualities of Global Managers</p> <p>1.6 Organizational Dynamics and IHRM - Components of IHRM- Cross Cultural Management and Comparative HRM</p> <p>1.7 Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems</p>	15
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	<p>of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers, Hofstede Cross Cultural Model</p> <p>1.8 Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM , Managing Diversity in Workforce , Dealing with Cultural Shock</p>	
2.	<p>Global HRM Functions</p> <p>2.1 International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce</p> <p>2.2 International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation</p> <p>2.3 HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training</p> <p>2.4 International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management</p> <p>2.5 Motivation and Reward System- Meaning, Benchmarking Global Practices</p> <p>2.6 International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR</p>	15
3.	<p>Managing Expatriation and Repatriation</p> <p>3.1 Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals)</p> <p>3.2 Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers</p>	15

	3.3 Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates	
4.	<p>Trends and Challenges in International HRM</p> <p>4.1 Emerging Trends in IHRM , Off Shoring – Meaning, Importance, Off Shoring and HRM in India</p> <p>4.2 International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme</p> <p>4.3 Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World</p> <p>4.4 HR in MNCs – Industrial Relations in MNCs</p> <p>4.5 Role of Technology on IHRM, IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization</p> <p>4.6 Growth in Strategic Alliances and Cross Border Mergers and Acquisitions Impact on IHRM</p> <p>4.7 Knowledge Transfer and Knowledge management in MNE</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM , Managing Diversity in Workforce , Dealing with Cultural Shock
2	2	HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training
3	4	Role of Technology on IHRM, IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

References

- Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning
- Managing a Global Workforce: Challenges and Opportunitites in International Human Resource Management, Vance Charles and Yongsin Paik M.E. Sharpe, 2nd Edition, 2010
- P. L. Rao: International Human Resource Management, Text and Cases, Excel Books
- Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing.
- Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
- A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
 - Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
 - Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press
 - S C. Gupta: International Human Resource Management- Text and Cases, MacMillan

LEGISLATION IN HR UC-TMS (H) -614

Learning Outcomes

1. To have sound knowledge of the different statutory provisions of law in the Industries.
2. To give a snapshot of IR and relate importance of IR to Labour laws and Changing dynamics of IR.

3. To be able to understand the Labour policy and origin of Labour Legislation in India.
4. To be able to understand the Objectives and Types of Labour Legislation.
5. To be able to understand and differentiate the Principles, Issues and Trends in Modern Labour Legislation.

UC-TMS (H) -614

Unit	Content	No. of Lectures
1	<p>Industrial Relations- An overview</p> <p>1.1. Meaning, Objectives, Characteristics of a good Industrial Relations System, Principles of a good IR/Essentials of good IR, Scope, Significance/Need and Importance of IR.</p> <p>1.2. Major Stakeholders of IR, Evolution of IR in India. Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, Impact of Liberalization, Privatization and Globalization on Industrial Relations.</p> <p>1.3. New Trend in IR & Future of IR in India. The changing demographics of Indian Industry, manufacturing to service sector, from formal to informal and digitization. Expected changes in the dynamics of IR in this changed Industry model. Ways to cope up with these problems Collaboration a new outlook to IR.</p> <p>1.4. Protection of Rights of unorganized sector in India. Definition and categories which come under unorganized workers.</p> <p>1.5. Role of Unorganized sectors in Indian Economy.</p>	15
2	<p><u>Labor Legislation :</u></p> <p>2.1 Meaning importance and Definition of Social Legislation and Labor Legislation.</p> <p>2.2 Concept, Objective and origin of Labor Legislation in India.</p> <p>Types of Labor Legislation.</p>	15

	<p>2.3 <u>Regulative Labour Legislation.</u> Scope, Objective and Main Features of protective Labor Laws. Trade Union Act 1926. Industrial Dispute Act 1947. Industrial Employment (Standing Orders) Act 1946</p> <p>2.4 <u>Protective Labour Legislation</u> Scope, Objective and Main Features of protective Labor Laws. Factories Act 1948. Mines Act 1952. The Shops & Establishment Act (Different States)</p> <p>2.4 Labor Welfare- a) Concept of Labor Welfare b) Approaches to Labor Welfare c) Statutory and Non-Statutory Welfare</p>	
3	<p>3.1. Workers Participation in Management- a) Suggestion schemes b) Kaizen c) Quality circles.</p> <p>3.2 Wage Related Labour Legislation Payment of Wages Act 1936 Minimum Wages Act. 1948 Payment of Bonus Act 1965 Equal Remuneration Act 1976</p> <p>3.3 Labor Welfare Legislation Importance , Scope , Objectives of Welfare Fund Acts Main Features of the Welfare Fund Act.</p>	15
4	<p><u>Social Security Labour Legislation</u> 4.1. Workers Compensation Act 1923 4.2. Employees Provident Act 1952 4.3. Maternity Benefits Act 1961.</p>	15

	4.4. Payment of Gratuity Act 1972 4.5. Contract Labor(Regulation & Abolition) Act 1970 4.6. Case studies.	
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Self-Learning topics (Unit wise):

1	1	Importance of Industrial Relations in the Industries and its impact on the employees.
2	2	Scope , Objectives and Main Features of Industrial Dispute Act 1947.
3	2	Objectives of Labor Law Legislation.
4	4	Importance of Contract (Regulation & Abolition) Act 1970 and Rules .
5	4	Explain the main Features of Employees Provident Fund and Miscellaneous Provision Act 1952.

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

Recommended Text:

Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications

Alternative Methods of Dispute Resolution By Martin A. Frey
ADR principles and practice By Henry J. Brown
Getting to Yes: Negotiating Agreement Without Giving In By Roger Fisher and William Ury
Dispute resolution : negotiation, mediation, arbitration, and other processes By
Labour Legislation in India Revised edition by Dr. O P Gupta, Dr. Vijay Gupta.
Labour Legislation by Padam Singh, Sudeshna Singh and Praveen Kumar.
Different Labour Law Acts in the Labour Law Legislation. Labour Legis
Industrial Relations, Trade Unions and Labour Legislation. By P.R.N. Sinha, Indu Bala Sinha, Seema Priya, darshni Shekhar

Leadership & Managerial Effectiveness UC-TMS (H) -615

Learning Outcomes

1. Students awareness on application of leadership and managerial effectiveness in their personal and professional life.
2. Student will learn the influence of the power and intelligence of the executives on their managerial effectiveness.
3. Students will be able to demonstrate empathy in a wide range of situations.

UC-TMS (H) -615

Sr. No	Content	No. of Lectures
1	Leadership 1.1 Introduction to Leadership: Need for leadership – Scope of leadership – Principal characteristics of leadership – 1.2 Leadership skills – Leadership functions – Role of a leader, 1.3 Types of leaders – Leaders Vs Managers –	15

	1.4 Leadership Theories: Trait theory of leadership – Behavioural theory of leadership – R.R Blake and Mouton managerial grid Leadership styles.	
2	Leadership in 21st Century 2.1 Engaging Hearts and Minds 2.2 Understanding Work Styles and Cultivating Originality 2.3 Purpose-Driven Leadership 2.4 Organizational Culture and Culture Change 2.5 Power and leadership: Importance of power in leadership, Sources of Leadership Power 2.6 Why people follow the leader: Power of Transference 2.7 Leadership in a Non-linear and Disruptive World	15
3	The Concept of Managerial Effectiveness 3.1 Definition – The Person, Process, Product Approaches – Bridging the Gap 3.2 Measuring Managerial Effectiveness – Current Industrial and Government Practices in the Management of Managerial Effectiveness 3.3 The Effective Manager as an Optimizer. 3.4 Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job Behaviour – Functional and Level Differences in Managerial Job Behaviour.	15
4	Role of Intelligence in Leadership and Managerial effectiveness 4.1 Concept of intelligence, Emotional Intelligence, Scope of Emotional Intelligence. 4.2 Components of Emotional Intelligence: Self-awareness, Self-regulation, Motivation, Empathy, Social skills. 4.3 Emotional Intelligence Competencies, Elements of Emotional Intelligence 4.4 Importance of EQ, IQ and SQ , AQ in leaders and managers	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Leaders vs Managers , Theories
2	2	Organizational Culture and Change
3	2	Power and leadership: Importance of power in leadership, Sources of Leadership Power
4	4	Emotional Intelligence

Online Resources

https://youtu.be/-ktljqpHG8k
https://archive.nptel.ac.in/courses/110/101/110101146/ https://archive.nptel.ac.in/courses/110/106/110106145/
https://nptel.ac.in/courses/109105116 (IIT Kharagpur) https://www.youtube.com/watch?v=xVs4zho8srY (Daniel Goleman)

References:

- Daniel Goleman (1996). Emotional Intelligence- Why it can Matter More than IQ. Bantam Doubleday Dell Publishing Group
- Daniel Goleman (2000). Working with Emotional Intelligence. Bantam Doubleday Dell Publishing Group
- Liz Wilson, Stephen Neale & Lisa Spencer-Arnell (2012). Emotional Intelligence Coaching, Kogan Page India Private Limited
- Achua, Lussier Effective Leadership CENGAGE
- Gary Yukl Leadership in Organisation Pearson
- Peter G. Northouse Introduction to Leadership, Concepts & practices, SAGE
- Afsaneh Nahavandi The Art & Science of Leadership Prentice Hall
- Julian Barling The Science of Leadership; Lessons from Research for organizational leader Oxford University Press 6.
- Micheal G. Rumsey, The Oxford Handbook of Leadership Oxford University
- Bhargava & Bhargava Team Building & Leadership Himalaya
- Dr. D.K.Tripathi Team Building & Leadership Himalaya

Books:

- The Secret of Leadership: Stories to Awaken, Inspire and Unleash the Leader Within
<https://amzn.eu/d/5FoPRKB>
- The Making of a Manager: What to Do When Everyone Looks to You
<https://amzn.eu/d/4Mzr4xX>

HRM in Service Sector Management UC-TMS (H) -616

Learning Outcome

1. Students would be able to distinguish between employment practices in Service industry and in manufacturing.
2. Students would be able to develop the skills to apply HRM concepts to different types of service organisations.
3. Students would Understand and be able to apply a range of methods for assessing the needs, expectations and perceptions of customers.
4. Students would learn to implement different HRM functions like recruitment, selection and retention of employees in service sector.

UC-TMS (H) -616

Sr. No	Content	No. of Lectures
1.	<p>Service Sector Management-</p> <p>1.1 An Overview: • Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location</p> <p>1.2 Service Sector Management – Meaning, Significance of Service Sector</p> <p>1.3 Reasons for Growth in Service Sector</p> <p>1.4 Service Organization - Importance of Layout and Design of Service Organization, Servicescape</p>	15

	<p>1.5 Service Culture in Organization – Meaning, Developing Service Culture in Organization</p> <p>1.6 Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model</p> <p>1.7 Role of Service Employee , Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors</p> <p>1.8 Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter</p>	
2.	<p>Managing Human Element in Service Sector</p> <p>2.1Managing Human Element in Service Sector: Human Element in Service Sector – Introduction, Role and Significance</p> <p>2.2 The Services Triangle Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Inter client Conflict</p> <p>2.3Emotional Labour – Meaning, Strategies for Managing Emotional Labour</p> <p>2.4 The Service – Gap Model, Reasons and Strategies to fill the Gaps via motivating, empowering , educating , training and compensating the employees</p> <p>2.5 Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector</p> <p>2.6 Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing Develop People to Deliver Service Quality</p>	15
3.	<p>Issues and Challenges of HR in Service Sector</p> <p>3.1Quality Issues in Services: Meaning and Dimensions of Service Quality</p> <p>3.3 Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers</p> <p>3.4 HRM in Public Sector Organizations and Non – Profit Sector in India</p>	15

	<p>3.5 Issues and Challenges of HR in Specific Services: Business and Professional Services: Banking and Insurance, Legal, Accountancy Infrastructure: Roads, Railways, Power Public Services: Police, Defence, Disaster Management ,Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs , Personnel Services: Education, Health Care, Hotels , Social and Charitable Services</p> <p>3.6 HRM in Sports Industry—HRM in Educational Institutes— HRM in Healthcare Industry Unit ,Important HRM practices in the Tourism and Hospitality.</p>	
4.	<p>Implementation of HR Functions in the Service Sector</p> <p>4.1 HRP Evaluation, Attrition, Retention & Globalization a) HRP Evaluation, Attrition, Retention & Globalization:</p> <p>4.2 Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization,</p> <p>4.3The Service – Profit Chain Model</p> <p>4.4 Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success</p> <p>4.5 Retaining the Best People in Service Sector – Including Employees in Company’s Vision, Treat Employees as Customers, Measure and Reward String Service Performers</p> <p>4.6Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector.</p>	

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Services classification, Difference between service sector and Manufacturing sector

2	2	Managing Human element in service sector/Retaining the best people in service sector.
3	3	HRM in Sports, Education, hospitality and tourism sector

Online Resources

https://www.youtube.com/watch?v=_9697WzjwRA (Service operations Management)
https://www.youtube.com/watch?v=Nrl0CtS1m8Y (supply chain management)
https://www.youtube.com/watch?v=MnsVEKEqVoM (service Marketing)

References

REFERENCE BOOKS	AUTHOR / PUBLICATION
HRM PRACTICES IN SERVICE-BASED ORGANIZATIONS	Susan E. Jackson and Randall S. Schuler
Service Management and Operations, 2nd e	Haksever, Cengiz et al. Pearson Education – 1999
HRM in service Sector	Rakhi Bhattacharya and Rajiv S Mishra, Himalaya Publication
Service Management, 6th e	Fitzsimmons, James A / Fitzsimmons, Mona J. McGraw Hill – 2007

WORK FORCE DIVERSITY UC-TMS (H) -617

LEARNING OUTCOMES

1. This subject shall lead students to increased cultural understanding
2. Students will be better prepared for diverse workplace and interact better with people from different cultures and social groups.
3. Students would be enlightened to know the importance of learning workforce Diversity in the current scenario

UC-TMS (H) -617

Sr. No	Content	No. of Lectures
1.	Workforce Diversity – An Overview 1.1 Workforce Diversity – Meaning, Features and Significance 1.2 Dimensions of Workforce Diversity , Advantages and Limitations of having a diverse workforce 1.3 Positive and Negative effects of workforce diversity in workplace	15
2.	Workforce Diversity and HRM Functions 2.1 Steps to Recruiting and Retaining a Diverse Workforce 2.2 Workforce Diversity and HRM Functions – Diversity and Recruitment, Diversity and Supervision, Diversity and Training, Diversity and Compensation, Diversity and Performance Management, Diversity and Work life Balance 2.3 Role of Recruiter in Hiring Diversified Workforce 2.4 Work force Diversity – Key to Organizational Performance 2.5 Workforce Diversity as a Determinant of Sustainable Competitive Advantage	
3.	Strategies to Manage Diversity 3.1 Organizational Strategies for Managing Workforce Diversity 3.2 Workplace Inclusion Strategies through Corporate Leadership 3.3 Diversity Training and Mentoring	

	<p>3.4 Diversity Management Programmes – Concept, Corporate Culture and Diversity at workplace</p> <p>3.5 Techniques of Managing Work Force Diversity, Approaches to Diversity Management System</p>	
4.	<p>Issues in Managing Diversity and Recent Trends</p> <p>4.1 Best Practices in Achieving Workforce Diversity</p> <p>Diversity and Multi-culturalism</p> <p>4.2 Types of work culture : Monolithic and Plural Multicultural Melting Pot Theory and Salad Bowl Theory of Multiculturalism</p> <p>4.3 Global workforce diversity management</p> <p>4.4 Recent Trends of Diversity</p> <p>4.5 Role of Technology in Handling Workforce Diversity</p> <p>4.6 Workforce Diversity Management for Creativity and Innovation</p> <p>4.7 Ethical and Legal Issues in Managing Diversity</p> <p>Case studies on Work force diversity</p> <p>Guest Speakers to talk on the Inclusion and Diversity in their Organization</p>	

Self – Learning Topics (Unit Wise)

Sr. No	Unit	Topic
1	1	Positive and Negative effects of workforce diversity in workplace
2	2	Workplace Inclusion Strategies through Corporate Leadership
3	3	Diversity Management Programmes – Concept , Corporate Culture and Diversity at workplace
3	4	Best Practices in Achieving Workforce Diversity • Diversity and Multi-culturalism

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

References

Hofstede insight website

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

HR ANALYTICS UC-TMS (H) -618

Learning Outcome

- Learners will understand best practices using HR analytics
- Data- driven approach to assess employee needs
- New approach to track the progress of existing HR policies and gauge the effectiveness of current practices
- how effective teams are built and analyze the crucial role of collaboration in a team

UC-TMS (H) -618

Sr. No	Content	No. of Lectures
1.	<p>Introduction to HR Analytics</p> <p>1.1 People Analytics – Basics, Basics of Statistics</p> <p>1.2 Framework for Problem Solving - Define Problem, Collect Data, Build the Model, Evaluate and Critique the Model, Present Results and Benefits, Deploy Model</p> <p>1.3 Critical Stages of Talent Life Cycle</p> <p>1.4 Case Study - HR Decision Making: Issue Identification and Problem Solving</p>	15
2.	<p>HR Practices and Benchmarking</p> <p>2.1 Understanding Important HR Metrics tracked across the Overall Employee Journey</p> <p>2.2 HR Valuations</p> <p>2.3 Benchmarking</p> <p>2.4 Dashboarding of KPIs (Tableau, Excel)</p>	15
3.	<p>Talent analytics</p> <p>3.1 Talent acquisition analytics: Key Factors in Selection that Determine Quality of Hire</p> <p>3.2 Talent development analytics: Predicting Performance, Measures to Track - Predictive Analysis, Acquisition effectiveness, Employee Training and Development Analytics</p> <p>3.3 Talent Engagement Analytics: Employee Engagement Surveys, Variations in Employee Engagement across Days, Employee Engagement Levels in Teams</p> <p>3.4 Talent Retention Analytics: Different Talent Retention approaches/strategies, Measures to Track</p>	15

4.	Collaboration analytics and Employee well being 4.1 What is Collaboration? Importance of Collaboration 4.2 Analysing Collaboration, Organizational Network Analysis, Intervening in Organizational Networks 4.3 Employee Wellness Program Best Practices: Using Predictive Analytics to Optimize Employee Wellness	15
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Stages of Talent Life Cycle
2	3	Employee Engagement
3	4	What is Collaboration? Importance of Collaboration
4	4	Employee Wellness Program Best Practices: Using Predictive Analytics to Optimize Employee Wellness

Online Resources

https://www.researchgate.net/publication/346757558_EMPLOYEE_ENGAGEMENT_TYPES_LEVELS_AND_RELATIONSHIP_WITH_PRACTICE_OF_HRM
https://freevideolectures.com/course/4676/nptel-human-resource-development/31
https://youtu.be/yZsF1paN71c
https://freevideolectures.com/course/2525/leadership-by-harvard-business/2

References:

1. HR Analytics – understanding theories and applications – Deepak Kumar Bhattacharya
2. HR Analytics Essentials you always wanted to know (Self Learning Management Series) Michael J Walsh

- Predictive HR Analytics – Mastering HR Metrics – Dr. Martin Edwards and Kirsten Edwards

Real Estate Electives

Industrial Marketing - UC-TMS-(R)- 619 -

Learning Outcomes

- Students will be able to understand the basic concepts of Industrial Marketing
- Describe about the anatomy of performance of industries in organizations
- Enable the students to understand the application of Industrial Marketing and Current marketing trends

UC-TMS-(R)- 619

Sr. No	Contents	No. of Lectures
1	<p>Industrial Marketing -An Introduction, Marketing Environment and Buying Behaviour</p> <p>1.1 Introduction to Industrial Marketing: Introduction, Definition, Features, Industrial versus Consumer marketing, Classification of Industrial products and Services</p> <p>1.2 Industrial Marketing Environment: Technological; Customer; Competitive, Legal and Economic Environment; Responsibility of industrial Marketing Manager in planning, Coordination, Execution and control</p> <p>1.3 Industrial Buying and Buying Behaviour: Procurement function; Purchase policy; Organization buying processes, Profile of Business buyers: Buying Centres; Buying Centres Roles; Buying Centre Members, Vender Analysis: Criteria for evaluating potential vendor; Vendor Rating, Models of industrial buying Behaviour; Demand in Industrial Market</p>	15
2	<p>Industrial Marketing Research and Segmentation, Targeting and Positioning in Industrial Market</p> <p>2.1 Industrial Marketing Research: Introduction, Classification of Industrial Marketing Research, Industrial Marketing Research Process, Role and</p>	15

	<p>Scope of Industrial Marketing Research, Advantages and limitations of Industrial Marketing Research, Role of Industrial Marketing Research in Marketing Information System and Decision Support System.</p> <p>2.2 Segmentation, Targeting and Positioning in Industrial Market: Introduction to segmentation; Criteria for market segmentation; Basis of Market segmentation, choosing the market segmentation,</p> <p>2.3 Target Market: Concept, Approaches to Target Market,</p> <p>2.4 Positioning: Concept, Objectives of positioning, Positioning of Products and services; Effective Positioning; positioning process</p>	
3	<p>Industrial Marketing Mix</p> <p>3.1 Industrial Products and New Product Development: Introduction to Industrial Products; Product Policy; Product Classification; Introduction to new product development; New industrial products; stages in new product development.</p> <p>3.2 Industrial Pricing: Introduction to industrial Pricing; Factors influencing industrial pricing decision; Types of pricing; Leasing; Bidding; Negotiation</p> <p>3.3 Industrial Marketing Communication: Advertising, Personal selling and Sales promotion: Role of advertising in B2B Market; various media options; Advertising on the internet; Using Advertising Agencies for industrial Marketers; Personal Selling in industrial Marketing; Different steps in Personal Selling; Sales promotion in industrial marketing.</p> <p>3.4 Marketing Channels and Physical Distribution of Industrial Products: Industrial marketing channels; Indirect and direct marketing channels; Importance of marketing channels; Factors affecting selection of Marketing Channels; Process of designing the channel structure: Analyzing the channel objectives, constraints, channel tasks, channel alternatives and selecting the channel, Industrial Marketing Logistics</p>	15
4	<p>Emerging Trends in Industrial Marketing</p> <p>4.1 Business Networks: Business Networks in Industrial marketing, Relationship in Business Networks, Technology and Business networks</p> <p>4.2 E-Procurement in Industrial Market: Meaning, Importance of E-procurement, Implementation of E-procurement</p>	15

	<p>4.3 E-Commerce: Definition of E-Commerce, Advantages and disadvantages of B2B ECommerce, Role of E-Commerce in the context B2B marketer, Forms of B2B E-Commerce, Electronic Data Interchange; E-payments; E-security.</p> <p>4.4 Industrial marketing in real estate: commercial real estate, retail mall, warehousing, data centers/data warehouse. Importance of networking in industrial marketing</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Profile of Business buyers: Vender Analysis
2	I	Industrial Products and New Product Development
3	III	Definition of E-Commerce, Advantages and disadvantages of B2B ECommerce

Online Resources

https://www.ey.com/en_us/industrial-products
https://study.com/academy/lesson/vendor-analysis-definition-process.html
https://www.youtube.com/watch?v=FPLg511v0gU

Reference Books

- Industrial Marketing: A practices in India by S.L. Gupta, Sanjeev Bahadur, and Hitesh Gupta: Excel Books (First Edition)
- Industrial Marketing by Hory, Sankar and Mukerjee by Excel Books (First Edition)
- Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu , Lalitha R, Publisher: Jaico Book House
- Industrial Marketing by Ghosh, Publisher: Oxford University Press

- Industrial Marketing by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited
- Industrial Marketing Management by Govindarajan, Publisher: Vikas Publishing House Pvt. Ltd.
- Industrial Marketing by Phadtare M. T, Publisher: Prentice Hall of India Private Limited

E-Commerce & Digital Marketing - UC-TMS-(R)- 620

Learning Outcome

- Students will be able to Understand the basic concepts of E-Commerce.
- Describe about the anatomy of E- Commerce application.
- Enable the students to understand the E-Commerce Organization application.
- Describe about the Digital Token Credit based electronic payment system.
- Understand Internet trading relationships including Business to Consumer, Business to Business, Intra Organizational

UC-TMS-(R)- 620

Unit	Contents	No. of Lectures
1	<p>Introduction to E- Commerce</p> <p>1.1 Ecommerce - Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce</p> <p>1.2 Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social</p> <p>1.3 Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce</p> <p>1.4 Impact of E-Commerce on Business, Ecommerce in India</p> <p>1.5 Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education</p>	15

	1.6 Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce	
2	<p>E-Business & Applications</p> <p>2.1 E-Business: Meaning, Launching an E-Business, Different phases of Launching an E- Business</p> <p>2.2 Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning</p> <p>2.3 Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.</p> <p>2.4 Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</p>	15
3	<p>Payment, Security, Privacy & Legal Issues in E-Commerce</p> <p>3.1 Issues Relating to Privacy and Security in E-Business</p> <p>3.2 Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</p> <p>3.3 Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.</p> <p>3.4 Types of Transaction Security</p> <p>3.5 E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</p>	15
4	<p>Future of E- Commerce Business</p> <p>4.1 Building e-commerce for a newly established firm - strategies for naming the business, create virtual customer personas, create brand identity online, creating and bringing focus on the USP of your brand, Case study of successful e-commerce startups in India</p> <p>4.2 Building e-commerce for an existing business - Using E-Commerce for expansion, Creative Thinking techniques, e-CRM strategies, Types of Ecommerce Solutions for established firms, Independent / Competitive analysis and strategy building for online merchants</p>	15

	<p>4.3 Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a website, pre-launch checklist and website maintenance, create a Pitch Deck</p> <p>4.4 Other Important Elements in E-Commerce -production do's and don'ts for copywriting, photography and video, application of marketing, competitive strategy, discovering the ways to make money on the internet (promoting affiliate products, Monetizing Traffic, selling your own products and services)</p> <p>4.5 Digital marketing in Real Estate: role of digital marketing in real estate, digital marketing platforms for real estate, PropTech, use of CRM in real estate.</p>	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	I	Ecommerce - Meaning, Features of E-commerce
2	I	Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce
3	III	Different Payment Systems

Online Resources

https://nptel.ac.in/courses/110105083
https://www.youtube.com/watch?v=xKJjyn8DaAw
https://www.youtube.com/watch?v=KSoANIMKPfY

Reference Books

- C.S.V.Murthy, E-Commerce Concepts, Models, Strategies- :- Himalaya Publishing House, 2011.
- Kamlesh K Bajaj and Debjani Nag, E- Commerce, 2005.

- Gary P. Schneider , Electronic commerce, International Student Edition, 2011.
- Electronic Commerce: The Strategic Perspective, Richard T.Watson, Pierre Berthon, Leyland F. Pitt, George M. Zinkhan.
- D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd
- Bajaj Kamlesh K,E-Commerce- The cutting edge of Business
- Whiteley David, E-Commerce Technologies and Aplications-2013
- E-Business & E-Commerce Management 3rd Ed, Pearson Education
- Kalokota & Robinson,E-Business 2.0 Road map for Success, Pearson Education
- Elias M. Awad, Electronic Commerce, 3rd Edition, Pearson Education
- Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education
- R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education
- Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.
- <https://www.coursera.org/learn/launch-online-business>
- <https://www.emerald.com/insight/content/doi/10.1108/EEMCS-03-2014-0064/full/html>

Strategic Brand Management UC- TMS-(R)- 621

Learning Outcomes:

- To understand the meaning and significance of Brand Management
- Design and develop the branding process.
- To understand the concept of luxury and its branding aspects
- Get an overview of the luxury market
- To evaluate the brand strength and stature for a company
- To create brand hierarchy for an established as well as entrepreneurial venture

UC- TMS-(R)- 621

Unit No	Content	No. of Lectures
1	Introduction to Brand Management 1.1 Meaning of Brand, Branding, Brand Management,	15

	<p>1.2 Importance of Branding to Consumers, Firms,</p> <p>1.3 Brands v/s Products,</p> <p>1.4 Scope of Branding,</p> <p>1.5 Branding Challenges and Opportunities,</p> <p>1.6 Strategic Brand Management Process,</p> <p>1.7 Customer Based Brand Equity model (CBBE) - Building Global CBBE</p> <p>1.8 Sources of Brand Equity,</p> <p>1.9 Steps of Brand Building including Brand Building Blocks,</p> <p>1.10 Brand Positioning: Meaning, Importance, Basis</p>	
2	<p>Planning and Implementing Brand Marketing Programs; Luxury Brands</p> <p>2.1 Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements</p> <p>2.2 Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.</p> <p>2.3 Luxury Brands: Introduction, Meaning, Consumer Behavior and Segmentation</p> <p>2.4 Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing</p>	15
3	<p>Measuring and Interpreting Brand Performance</p> <p>3.1 The Brand Value Chain</p> <p>3.2 Measuring Sources of Brand Equity: Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association ; Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses</p> <p>3.3 Young and Rubicam's Brand Asset Valuator</p> <p>3.4 Measuring Outcomes of Brand Equity - Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis</p>	15

	3.5 Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology	
4	<p>Growing and Sustaining Brand Equity</p> <p>4.1 Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy, Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels, Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing</p> <p>4.2 Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</p> <p>4.3 Managing Brands over Time: Reinforcing Brands, Revitalizing Brands</p> <p>4.4 Brand Management in Real Estate: compatibility of location and brand, segments: affordable, mid, premium and luxury, segment vs business cycle, consolidation in the industry</p>	15

Self-Learning topics (Unit wise):

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

Online Resources

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

REFERENCE BOOKS:

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

Marketing of Financial Services UC-TMS-(R)- 622

Learning outcomes:

1. Students will also have a deeper appreciation of the challenges facing financial services consumers in decision-making.
2. The course guides students through the financial services marketing environment, key elements of the financial services marketing mix, understanding decision-making and managing customer relationships.

UC-TMS-(R)- 622

Unit	Contents	No. of Lectures
1	Foundation of services marketing 1.1 Introduction – The services concept – Service Industry – Nature of Service, Characteristics of Services, Classification of Services – Importance of Services Marketing	15

	<p>1.2 The Growth in Services – Global and Indian Scenario, Retail Financial Services: Investment Services – Insurance Services, Credit Services – Dimensions and drivers, Institutional Financial Service</p> <p>1.3 Distinctive Characteristics of Services _ Four I’s of Services – Intangibility, Inconsistency, Inseparability and Inventory</p>	
2	<p>Services Market Segmentation & Positioning</p> <p>2.1 Services Market Segmentation</p> <p>2.2 Positioning and Differentiation of Services, Promotion and Communication – Designing and Managing Service Processes, Constructing and Service Environment – Managing People for Service Advantage</p>	15
3	<p>Managing Services</p> <p>3.1 Issues in Marketing of Services – Extended Services Marketing Mix : Going Beyond the 4 Ps. (7Ps of Services Marketing).</p> <p>3.2 Service Delivery Process – Service Blueprints - Service Mapping – Managing Employees for service orientation.</p> <p>3.3 Distribution Strategies of Services – Challenges in Distribution of Services. Personal Selling – Advertising and Sales Promotion in Service Industry.</p> <p>3.5 Designing and Managing Service Processes, Constructing and Service Environment – Managing People for Service Advantage</p>	15
4	<p>Service Quality and Managing Customer Satisfaction</p> <p>4.1 Service Quality and Productivity – Customer Relationship Management Customer Loyalty. Key Quality dimensions for services</p> <p>4.2 Customer Satisfaction & Service Quality in Service Marketing – Managing Service Encounter – Role of HR & Internal Marketing – Monitoring and Measuring customer satisfaction</p> <p>4.3 GAP Model – Handling complaints effectively – Service Failure – Recovery</p> <p>4.4 Use of Internet in Service Marketing, Role of IT in marketing Financial Services,</p> <p>4.5 Ethics in Service Marketing</p>	15

	<p>4.6 New trends in marketing, Marketing in 21st Century, Marketing through social networking channels</p> <p>4.7 Financial services marketing in real estate sector: Marketing by housing finance companies, banks, use of channel partners, Agent, Brokers etc. tie up with developers, participation in exhibitions, outdoor advertising, new project, resale, renovation and up gradation.</p>	
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Self-Learning topics (Unit wise):

Sr. No	Topic
1	The services concept
2	Service Encounters; High Contact & Low-Contact Services
3	Defining Productivity – Improving Productivity

Online Resources

https://nptel.ac.in/courses/110107142
https://archive.nptel.ac.in/courses/110/105/110105078/
https://iimbx.iimb.ac.in/catalog/servicesmarketing/

Reference Books

- Media Planning and Buying: Principles and Practice in the Indian Context (Arpita Menon) 1. Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition
- 2. Christoper Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition
- 3. Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011
- 4. Harsh V. Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition
- 5. K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011

- 6. C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008

Indirect Tax UC-TMS-(R)- 623

Learning Outcomes:

1. Learners will be able to understand the basic concepts, definitions and the scope of the act.
2. Learners shall possess the knowledge of theoretical as well as practical aspects of various procedures and provisions under the act.
3. The learner shall be able to understand various schemes and exemptions available under the act.
4. Learners shall be acquainted with the process of Registration, calculation and payment under GST.

UC-TMS-(R)- 623

Unit	Content	No. of Lectures
1	<p>Introduction</p> <p>1.5. What is GST</p> <p>1.6. Need for GST</p> <p>1.7. Dual GST Model</p> <p>1.8. Definitions</p> <p style="padding-left: 20px;">Section 2(17) Business</p> <p style="padding-left: 20px;">Section 2(13) Consideration</p> <p style="padding-left: 20px;">Section 2(45) Electronic Commerce</p> <p style="padding-left: 20px;">OperatorSection 2(52) Goods</p> <p style="padding-left: 20px;">Section 2(56) India</p> <p style="padding-left: 20px;">Section2 (78) Non taxable SupplySection</p> <p style="padding-left: 20px;">2(84) Person</p> <p style="padding-left: 20px;">Section 2(90)</p> <p style="padding-left: 20px;">Principal Supply</p> <p style="padding-left: 20px;">Section 2(93)</p>	15

	Recipient Section 2(98) Reverse charge Section 2(102) Services Section 2(105) Supplier Section 2(107) Taxable PersonSection 2(108) Taxable Supply 1.5.Goods & Services Tax Network (GSTN)	
2	Levy & Collection of Tax 2.1 Scope of Supply 2.2 Non taxable Supplies 2.3 Composite and Mixed Supplies 2.4 Composition Levy 2.5 Levy and Collection of tax 2.6 Exemption from tax	15
3	Time, Place and Value of Supply 3.1Time of Supply 3.2 Place of Supply 3.3 Value of Supply	15
4	Input Tax Credit & Payment of Tax and Registration under GST 4.1Eligibility for taking Input Tax Credit 4.2 Input Tax Credit in Special Circumstances 4.3Computation of Tax Liability and payment of tax 4.4Persons not liable registration 4.5Compulsory registration 4.6Procedure for registration 4.7Deemed registration 4.8 Cancellation of registration 4.9 Real Estate sector implication: role of GST and stamp duty	15

Self-Learning topics (Unit wise)

Sr. No	Sub Unit	Topics
1	2.2	Non Taxable Supplies
2	2.4	Composition Levy
3	2.6	Exemption from Tax

Online Resources

https://www.cbic.gov.in/resources//htdocs-cbec/gst/51_GST_Flyer_Chapter24.pdf

<https://taxguru.in/goods-and-service-tax/taxable-supply-vis-vis-activities-taxable-supply.html>

<https://cbic-gst.gov.in/faq.html>

<https://cbic-gst.gov.in/pdf/faq-manual/faq-composition-levy-revised.pdf>

<https://www.cbic.gov.in/htdocs-cbec/gst/Composition%20Levy%20Scheme.pdf>

<https://tax2win.in/guide/gst-exemption>

Reference Books

- *Direct & Indirect Taxation by Ainapure, Manan Prakashan*
- *Direct & Indirect Taxation(Goods & Service Tax), Sheth Publication*
- *GST Bare Act 2017*
- *GST Law & Practice - V.S Datey*
- *GST Laws – National Academy of Customs, Indirect Tax*

Leadership & Managerial Effectiveness UC-TMS-(R)- 624

Learning Outcomes

- Students awareness on application of leadership and managerial effectiveness in their personal and professional life.
- Student will learn the influence of the power and intelligence of the executives on their managerial effectiveness.

- Students will be able to demonstrate empathy in a wide range of situations.

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Sr. No	Content	No. of Lectures
1	<p>Leadership</p> <p>1.1 Introduction to Leadership: Need for leadership – Scope of leadership – Principal characteristics of leadership –</p> <p>1.2 Leadership skills – Leadership functions – Role of a leader,</p> <p>1.3 Types of leaders – Leaders Vs Managers –</p> <p>1.4 Leadership Theories: Trait theory of leadership – Behavioural theory of leadership – R.R Blake and Mouton managerial grid Leadership styles.</p>	15
2	<p>Leadership in 21st Century</p> <p>2.1 Engaging Hearts and Minds</p> <p>2.2 Understanding Work Styles and Cultivating Originality</p> <p>2.3 Purpose-Driven Leadership</p> <p>2.4 Organizational Culture and Culture Change</p> <p>2.5 Power and leadership: Importance of power in leadership, Sources of Leadership Power</p> <p>2.7 Why people follow the leader: Power of Transference</p> <p>2.8 Leadership in a Non-linear and Disruptive World</p>	15
3	<p>The Concept of Managerial Effectiveness</p> <p>3.1 Definition – The Person, Process, Product Approaches – Bridging the Gap</p> <p>3.2 Measuring Managerial Effectiveness – Current Industrial and Government Practices in the Management of Managerial Effectiveness</p> <p>3.3 The Effective Manager as an Optimizer.</p> <p>3.4 Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job Behaviour – Functional and Level Differences in Managerial Job</p>	15

	Behaviour.	
4	<p>Role of Intelligence in Leadership and Managerial effectiveness</p> <p>4.1 Concept of intelligence, Emotional Intelligence, Scope of Emotional Intelligence.</p> <p>4.2 Components of Emotional Intelligence: Self-awareness, Self-regulation, Motivation, Empathy, Social skills.</p> <p>4.3 Emotional Intelligence Competencies, Elements of Emotional Intelligence</p> <p>4.4 Importance of EQ, IQ and SQ , AQ in leaders and managers</p> <p>4.5 Leadership in Real estate: Emergence of large business houses in real estate sector: Godrej, Lodha, DLF, Piramal, Tata, L&T, book review: Khushal pal singh</p>	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1	Leaders vs Managers , Theories
2	2	Organizational Culture and Change
3	2	Power and leadership: Importance of power in leadership, Sources of Leadership Power
4	4	Emotional Intelligence

Online Resources

https://youtu.be/-ktljqpHG8k
https://archive.nptel.ac.in/courses/110/101/110101146/
https://archive.nptel.ac.in/courses/110/106/110106145/
https://nptel.ac.in/courses/109105116 (IIT Kharagpur)
https://www.youtube.com/watch?v=xVs4zho8srY (Daniel Goleman)

References:

- Daniel Goleman (1996). Emotional Intelligence- Why it can Matter More than IQ. Bantam Doubleday Dell Publishing Group
- Daniel Goleman (2000). Working with Emotional Intelligence. Bantam Doubleday Dell Publishing Group
- Liz Wilson, Stephen Neale & Lisa Spencer-Arnell (2012). Emotional Intelligence Coaching, Kogan Page India Private Limited

Books:

- The Secret of Leadership: Stories to Awaken, Inspire and Unleash the Leader Within
<https://amzn.eu/d/5FoPRKB>
- The Making of a Manager: What to Do When Everyone Looks to You
<https://amzn.eu/d/4Mzr4xX>

Core Subjects

Operation Research Management - UC-TMS-(C)- 625

Learning Outcome

1. To introduce students to understand advanced analytical methods of decision making.
2. To help them use techniques such as mathematical modeling to analyze complex situations.
3. To help them build more productive systems.

UC-TMS-(C)- 625

Unit	Contents	No. of Lectures
1	<p>Introduction to Operations Research and Linear Programming</p> <p>1.1 Introduction to OR and Linear Programming Operations Research – Introduction, Models, Areas of Application.</p> <p>1.2 Linear Programming Problem (L.P.P.):</p> <p>1.2.1 Mathematical Formulation of L.P.P.</p> <p>1.2.2 Graphical Method:</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem 	15

	<ul style="list-style-type: none"> • Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint. <p>1.3 Simplex Method:</p> <ul style="list-style-type: none"> • Concepts: Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non-Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources. • Manual solutions of L.P.P. (up to 2 iterations). • Only maximization problems. • Duality and Big M method (only concepts, no numerical). • Special Cases – (i) Alternative optima (ii) Unbounded solutions & (iii) Infeasible solutions to be shown graphically & also by simplex method. 	
2	<p>Assignment and Transportation Models</p> <p>2.1 Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. <p>2.2 Transportation Problems</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • Initial Basic Feasible Solution (IBFS) by: <ol style="list-style-type: none"> 1. North West Corner Rule (NWCR) 2. Least Cost Cell Method (LCCM) 3. Vogel’s Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) • Maximum Two Iterations (i.e. Maximum Two Loops) after IBFS. • Degeneracy in Transportation Technique. • Travelling Salesman Problem. 	15
3	<p>Network Analysis</p> <p>3.1 Critical Path Method (CPM)</p> <ul style="list-style-type: none"> • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity 	15

	<ul style="list-style-type: none"> • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float. <p>3.2 Project Crashing</p> <ul style="list-style-type: none"> • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Direct, Indirect, Penalty and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical based on Maximum Four (04) Iterations of Crashing and a maximum of 10 activities <p>3.3 Program Evaluation and Review Technique (PERT)</p> <ul style="list-style-type: none"> • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Construction of PERT Network using ‘te ‘values of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • ‘Prob. Z’ Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value. • Simple Questions related to PERT Technique. 	
4	<p>Job Sequencing and Theory of Games</p> <p>4.1 Decision Theory</p> <ul style="list-style-type: none"> • Decision Environments – Risk & Uncertainty. Payoff Table, Regret Table. • Decision Making under Certainty, Uncertainty, and risk. <p>4.2 Job Sequencing Problem</p> <ul style="list-style-type: none"> • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. 	15

	<p>4.3 Theory of Games</p> <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numericals based on: - Two Person Zero Sum Games - Pure Strategy Games (Saddle Point available) • Principle of Dominance. 	
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Self-Learning topics (Unit wise):

Sr. No	Unit	Section	Topic
1	1	1.2.3	<ul style="list-style-type: none"> • Duality • Big M method
2	2	2.2	<ul style="list-style-type: none"> • Degeneracy in Transportation Technique. • Travelling Salesman Problem.
3	3	3.3	<ul style="list-style-type: none"> • Understanding Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value.
4	4	4.1 4.3	<ul style="list-style-type: none"> • Decision theory • Principle of Dominance

Online Resources

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

Reference Books

Sr. No.	Author and name of the book
1	Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons.
2	Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series.
3	Vohra N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.
4	L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.
5	Shreenath L.S., PERT & CPM, "Principles & Applications 3rd Edition", Affiliated East-West Press Pvt. Ltd.
6	Wagner H.M., "Principles of Operations Research. 2nd Edition", Prentice – Hall of India
7	Kantiswarup, "Operations Research 9th Edition", Gupta P.K. & Sultan Chand & Sons Manmohan



Dr Rita Khatri

Chairperson - Commerce and Management



HSNC University, Mumbai
(2020-2021)

Ordinances and Regulations

With Respect to

Choice Based Credit System
(CBCS)
For the Programmes Under

The Faculty of Commerce and Management

For the TYBMS Programme

Project Work Guidelines

Introduction

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

- Project work based on topics as suggested and approved by their teacher guide with proper research methodology in the study area. The research study can be done either through

primary data method or secondary data method . If the research is done through secondary data method in that situation case study method can be followed to collect the information and proper research methodology as suggested by teacher guide to be followed for preparation of project book.

- Project work based on the internship with minimum 20 days/100 hrs with an organization/NGO/Charitable organization.

General Guidelines for preparation of project work based on

Option 1 -Project Topics approved by Teacher Guide

- The project topic may be undertaken in any area of Elective Courses.
- Each learner has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- University/College shall allot a guiding teacher for guidance to the students based on her /his specialization.
- The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The Project Report should be 80 to 100 pages

Format

1st page (Main Page)

Title of the problem of the Project

**A Project Submitted to
HSNC University, Mumbai for partial
completion of the degree of Third year of
Bachelor in Management studies
Under the Faculty of Management**

By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

This page to be repeated on 2nd page (i.e. inside after main

Table of Contents

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

Declaration by Learner

I the undersigned Miss / Mr. _____ Name of the learner (Roll No & Class) here by, declare that the work embodied in this project work titled “ _____
_____ Title of _____ the
Project _____”, forms my own contribution to the research work carried out under the guidance of

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

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

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

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

Name and Signature of the learner

Certified by

Name and Signature of the Guiding Teacher

Name and Address of the college

Certificate

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

Seal of the College

Signature of Guiding Teacher

Date of Submission:

Acknowledgment

(Model structure of the acknowledgement)

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

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

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

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

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

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

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

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

PREFACE

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

Name of the Learner

List of Tables

Sr No	Particulars	Page Nos

List of Figures

Sr No	Particulars	Page nos

Structure to be followed for Presentation of Project Work

- **Chapter No. 1: Introduction**

In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

- **Chapter No. 2: Literature Review**

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

- **Chapter No. 3: Research Methodology**

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

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

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

- **Chapter No. 5: Findings Suggestions and Conclusion**

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

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

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

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

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

List of appendices if any

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

Option II: Guidelines for Internship based project work

- Minimum 20 days with 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm/company to be approved by the guiding teacher.
- The theme of the internship should be based on any study area of the elective courses.
- Project Report should be of 60 to 70 Pages
- Experience Certificate is Mandatory.
- A project report has to be brief in content and must include the following aspects:

Executive Summary:

A bird's eye view of your entire presentation has to be precisely offered under this category.

Introduction on the Company:

A Concise representation of company/ organization defining its scope, products/services and its SWOT analysis.

- **Statement and Objectives:**

The mission and vision of the organization need to be stated enshrining its broadstrategies.

- **Your Role in the Organisation during the internship:**

The key aspects handled, the department under which you were deployed and briefsummary report duly acknowledged by the reporting head.

- **Challenges:**

The challenges confronted while churning out theoretical knowledge into practicalworld.

- **Conclusion:**

A brief overview of your experience and suggestions to bridge the gap between theoryand practice.

- The project report based on internship shall be prepared as per the broad guidelines givenbelow:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The project report should be 60 to 70 pages

Pattern of Evaluation of the Project work

The Project Report shall be evaluated in two stages viz.	
• Evaluation of Project Report (Bound Copy)	60 Marks
▪ Introduction and other areas covered	20 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	30 Marks
▪ Conclusion & Recommendations	10 Marks
• Conduct of Viva-voce	40 Marks
▪ In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks
▪ Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	20 Marks

▪ Overall Impression (including Communication Skill)	10 Marks
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Note:

The guiding teacher along with the external evaluator appointed by the University/ College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern

Passing Standard

- Minimum of Grade D in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- **Absence of student for viva voce:** If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, only along with students of the next batch.



Dr Rita Khatri
Chairperson BOS(Commerce and Management)